





AMERICAN NEWS

**Alaskan oil producers stripped of tax breaks**

By James Suchan  
In New York

THE BIG companies that produce oil from the Alaskan Arctic face a sharp increase in their tax bills after the state legislature this week stripped them of important tax exemptions on the state's two biggest fields.

The new measures, which could cost the industry nearly \$200m a year, show a startling deterioration in the companies' once formidable political standing in the state since the Valdez oil spill in March.

The industry warned yesterday that the new tax measures could shut down some high-cost oil production and lead to job losses. But oil company executives complain privately that they are powerless amid public opinion at Exxon's handling of the tanker accident in Prince William Sound in March and its clean-up attempts.

Exxon itself, which is a second-tier company in Alaska, yesterday responded to intense federal government and state pressure to increase the resources it has deployed to clean the sound.

The company, which says it has already spent \$85m, said it would increase to 5,000 the numbers employed in the operation. This compares with the 3,400 proposed in its clean-up plan - described by an Alaskan official as "probably the biggest piece of American maritime fiction since Moby Dick".

British Petroleum, by far the largest producer of crude from Alaska's North Slope, said yesterday it would "take another look at our spending plans for projects up there." BP owns 51 per cent of the giant Prudhoe Bay oil field.

Atlantic Richfield, the West Coast company which operates the Kuparuk field, attacked the new tax measures as "an emotional response" to an accident. The new law changes the so-called Economic Limit Factor for the two fields. The limit factor, which was enacted in 1981, is designed to maintain marginal production by such measures as reducing tax rates as fields mature. Prudhoe Bay began producing in 1977 and Kuparuk in 1981.

**Bush to call for conference on global warming**

By Peter Riddell, US Editor in Washington

PRESIDENT George Bush is to propose an international conference on global warming and related environmental issues when he meets leaders of other industrialised countries at the seven-nation economic summit in Paris in July.

Mr Bush committed himself to such a meeting during discussions here with Mr. Rind, Lubbers, the Dutch Prime Minister. It looks likely that the conference, also covering industrial chemicals and acid rain, will not be until next year and will involve a gathering of experts. It has not yet been decided whether heads of government will be invited.

The administration is divided on how to tackle the global warming question, and has been accused of dithering and inertia.

Mr Bush has resisted proposals from the State Department and the Environmental Protection Agency for an international convention to deal with the problem. They have argued that the US should take the lead in seeking international action to reduce global warming, in particular to counter the build-up of carbon dioxide in the atmosphere. This would be similar to the process which led to an international protocol to reduce the use of chlorofluorocarbons.

A bipartisan group of senators has urged the president to change the US line at the current intergovernmental discussions in Geneva.

Senator John Chafee, a prominent Republican on the issue, has written separately to Mr Bush saying the convention proposals could "bolster your reputation as an environmental president."

The White House has said the president believes there is insufficient scientific data on which to base rational policy decisions on the issue.

This reflects the views of the White House science adviser's office, the Energy and Agriculture Departments and the Office of Management and Budget, all of which have argued that more needs to be learnt about the implications of a global convention or treaty for the domestic US economy.

An embarrassing illustration of these divisions came earlier this week when the Office of Management and Budget altered the written Congressional testimony on the greenhouse effect of Mr James Hansen, director of the Goddard Institute of Space Studies, a Government establishment. This weakened his conclusion that enough is known about the phenomenon to justify immediate action.

The White House has defended the editing as an effort to avoid the appearance of policy disagreements but the effect has been the reverse with highly publicised congressional criticism of the decision.

**Big insurer stops new California business**

By Louise Kehoe in San Francisco

AETNA Life and Casualty, a major US insurance group, has stopped writing new property and casualty insurance policies in California in the wake of the state's Supreme Court decision ratifying most aspects of Proposition 103, the "insurance revolt" measure passed by California voters last November.

Aetna is believed to be the only major insurer to limit its business in California since last week's ruling. Other major insurers are continuing to write new policies while awaiting the outcome of appeals to the state insurance commissioner. Aetna has filed an appeal to maintain its current rates.

The company said its action was not intended to challenge Proposition 103 or to put pressure upon the state insurance commissioner. Aetna has filed an appeal to maintain its current rates.

Aetna is the ninth largest provider of property and casualty insurance in California with annual premiums of \$600m a year, or 2.5 per cent of the market. The company is a major provider of commercial liability insurance, which is essential to businesses operating in California.

Aetna said yesterday it would maintain its moratorium on new business "until some of the issues that were not resolved by the court are resolved by the California Insurance Department."

In its ruling last week the court said that Proposition 103's 20 per cent rate cuts were constitutional, rejecting an insurance industry challenge. The justices said, however, that the cuts could be imposed only if they allowed insurance companies to earn a "fair return".

The ruling left Insurance Commissioner Roxani Gillespie with sweeping power to impose or deny the rate cuts.

Aetna said that uncertainties about how the insurance commissioner would interpret the ruling, what rates were allowed and what factors could be considered in pricing insurance made it impossible for the company to quantify what risks it was assuming.

**US seeks to divide Panama army**

Bush wants to detach Noriega from his power base, says Tim Coone

IF THE opposition in Panama is unhappy with the blatant attempted fraud of last Sunday's elections, so are the Panamanian Defence Forces (PDF).

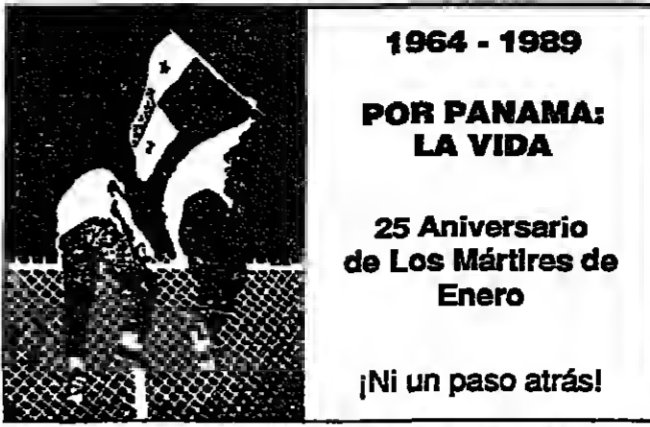
As the strongest institution in Panama and thus the ultimate arbiter of power, the PDF has a key role to play in any resolution of the post-electoral crisis. Their unhappiness stems from the fact that the PDF's commander-in-chief General Manuel Antonio Noriega is seen as the problem.

Instead of legitimising his position as the real power behind civilian rule in Panama, Sunday's electoral fiasco has instead brought international opprobrium crashing down on his head, which in turn reflects upon the PDF. The imminent abandonment of Panama by Latin American leaders is particularly damaging for the image of the PDF.

Thus the position the officer corps adopts in the coming days will be crucial.

Until the signing of the 1977 Panama Canal Treaty, the PDF was primarily a para-military police force, responsible for law and order and with only a minor role in national defence. The primary role has been played by the troops of US Southern Command (Southcom) based in Panama. However, under the treaty, the PDF must in 1989 assume responsibility for the defence of the canal when the US withdraws.

As long as the PDF can be seen to be capable of fulfilling that role and of guaranteeing the canal's neutrality, there is little likelihood that there will be any serious pressure in the US for a revocation of the Treaty before 1999, despite General



An earlier conflict: Panama is commemorating the 25th anniversary of an incident when students attempted to raise the Panamanian flag over the canal zone. US troops shot dead 23, reviving nationalist fervour.

**THE PANAMANIAN DEFENCE FORCE**  
(US Southern Command forces in brackets)

TOTAL:	7,800 (12,900)
ARMY:	6,000 (10,200)
NAVY:	3 battalions including Special Forces unit 900 (450)
AIR FORCE:	6 inshore patrol vessels, 4 landing craft and one transport 400 (2,250)
	No combat aircraft or armed helicopters;
	1 reconnaissance squadron,
	1 Search and Rescue Squadron.

Noriega's claims that this is the US intention. By creating political instability and polarising the PDF, Gen Noriega is creating the very threat he claims to be defending Panamas against. Several US Congressmen in the delegation to Panama want action to revoke certain articles of the 1977 Treaty.

As the PDF grows in strength from 16,000 men to more than 20,000 as it assumes responsibility for canal

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clinging to power is a threat to the entire institution.

The secretive nature of the PDF, and the ability of Gen Noriega to snuff out any whiff of rebellion (he was PDF intelligence chief for 11 years) makes it difficult to assess the possibility of a coup. Diplomats say a coup is unlikely.

External military and diplomatic pressure and conciliatory gestures by the political opposition seem intended to divide the PDF from its commander-in-chief. The past two years of crisis with the US have shown that Gen Noriega is adept at brinkmanship.

If the military bluff is called, Gen Noriega will consolidate himself in power and gain prestige among nationalists.

General Fred Woerner, the head of US Southern Command, who would command any US invasion of Panama, advocates judicious use of military force, and will be the first to urge caution with his political and military superiors in Washington. However, in a speech to the House Appropriations Committee in February 1988 he said: "Democratisation in Latin America secures our southern flank and is the best defence against totalitarian inroads in (the) hemisphere. Dictatorship, civilian or military, provides fertile ground for Marxist-Leninist revolutionaries by weakening civilian leadership and in many cases, corrupting the very guardian of security - a nation's armed forces".

After this week's events in Panama, if General Woerner has met any leaders of the PDF he has most likely repeated that statement with more than usual emphasis.

**Empty debate by Argentine poll rivals**

By Gary Mead in Buenos Aires

ARGENTINA'S presidential election campaign took a bizarre turn late on Tuesday evening as Mr Eduardo Angeloz, candidate for the governing Radical party, staged a television debate between himself and an empty lectern, left vacant by Mr Carlos Menem of the Peronist party.

The broadcast followed a day of speculation as to whether Mr Menem would join battle with Mr Angeloz on Argentina's most well-known current affairs programme, "Tiempo Nuevo". In the event Mr Menem stayed away and addressed 100,000 people in a suburb of Buenos Aires.

Mr Angeloz later spoke before a good-humoured audience of up to 150,000 Radical supporters in the centre of Buenos Aires, where he continued the TV debate by posing questions to the absent Mr Menem. During the programme

Mr Angeloz was cross-questioned by "Tiempo Nuevo" journalists and he suggested that Mr Menem's refusal to accept a challenge to debate on television indicated an "authoritarian attitude".

However, Mr Angeloz had earlier himself refused to engage in televised debate (on the same programme) with Mr Alvaro Alsogaray, who as presidential candidate for the Centre Democratic Union is third

in the opinion polls and may capture 10 per cent of the vote.

The Radical party rally marked the close of Mr Angeloz's campaign. Unusually, the opposition Peronists have chosen not to stage a final rally in Buenos Aires. Some suggest that Mr Menem's team are anxious to avoid any chance of street unrest close to Sunday's election, particularly when the Peronist candidate is topping the polls.

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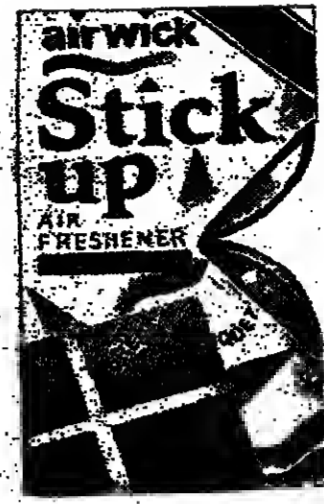
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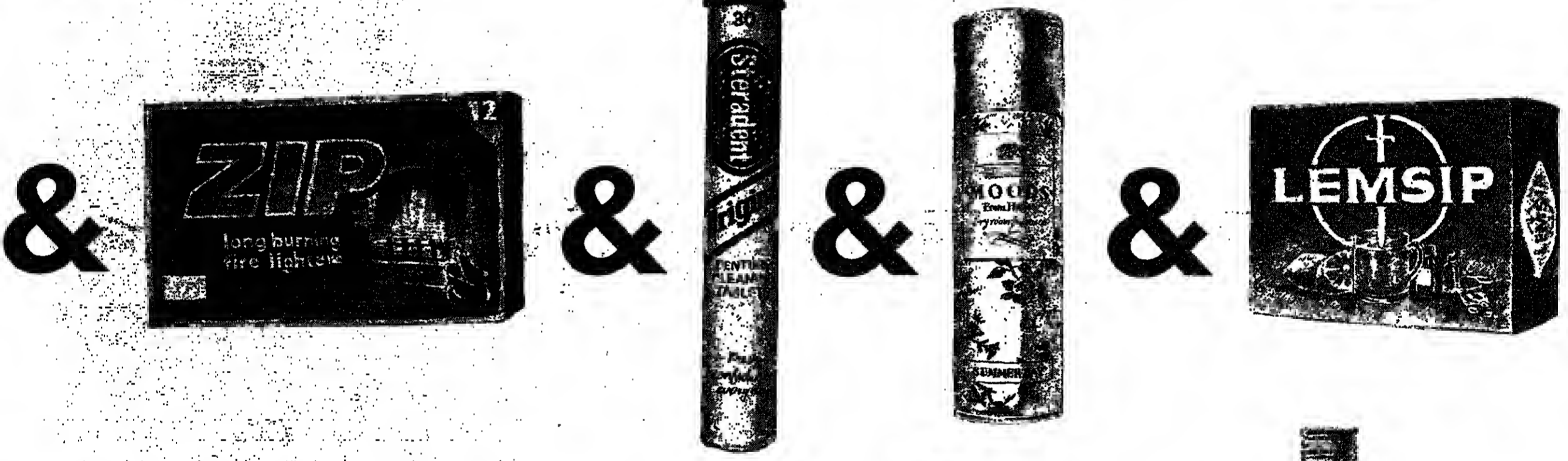
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OVERSEAS NEWS

# Peking students plan march to greet Gorbachev

By Peter Ellingsen in Peking

ABOUT 5,000 Peking students, carrying protest banners and wearing T-shirts urging press freedom, marched on China's Communist Party headquarters, the People's Daily, yesterday. A student leader said the protest was a forerunner to large demonstrations planned to coincide with President Mikhail Gorbachev's visit to Peking on Monday.

According to Yu Fang Xin, leader of the independent students' union at Peking's Institute of Technology, students would march on Tiananmen Square when Mr Gorbachev arrived for a summit meeting with Deng Xiaoping, China's leader. "We will go to Tiananmen to welcome Mr Gorbachev," he said. "He believes in democracy and so do we."

Yu, 21, an electrical engineering student from Shandong, south of Peking, predicted a rally bigger than the 100,000-strong march of last week. He said the protests would continue as long as officials refused to negotiate directly with the independent students' union.

Yesterday's demonstration, the largest for a week, was in support of a petition by 1,000 journalists for an independent press.

Journalists representing more than 30 media organisations have accused authorities of censoring the reporting of recent student protests. In a rare public rebellion against official interference, the journalists allege that coverage of the month-long pro-democracy movement was "far from enough and not objective".

The petition, handed to the party-affiliated All China Journalists' Association, said biased and incomplete reporting had violated the principle that important news should be published "to the people".

Yesterday's demonstration is significant as it marks the beginning of what appears to be a coalition of intellectuals, journalists and students in search of press reform. A union of journalists and students would prove a powerful obstacle for the Government which has refused to negotiate with unofficial campus organisations.

The People's Daily, in its overseas edition yesterday, said the Chinese press would be allowed "and helped" to make investigative reports of major corruption.

# Japan pressing US to explain H-bomb incident

By Robert Thomson in Tokyo

JAPAN has asked the US Government for full details of a 1985 incident in which a one-megaton hydrogen bomb was lost in the sea near the island of Chinawa, as concern grows that the US has been violating an agreement not to bring nuclear weapons into Japan.

The bomb was aboard an attack aircraft that rolled off the US aircraft carrier *Ticonderoga*, en route from Vietnam to the Japanese port of Yokosuka, Mr Soudake Ueo, Japan's Foreign Minister, said yesterday that the government was greatly concerned and wanted to know more about the bomb's location and condition.

While nuclear weapons are prohibited from Japan, the government believes that Washington would seek permission if there were plans to dock a nuclear-armed vessel in a Japanese port. Japanese Foreign

Ministry officials say that they have never been consulted by the US, and can only presume never entered Japan.

However, news that the vessel was bound for Yokosuka has stirred popular concerns about the presence of nuclear weapons. Speaking in Parliament yesterday, Mr Uno confirmed that the US has never consulted with Japan on their transportation, putting public pressure on Washington to explain the nuclear-armed plane aboard a Japan-bound aircraft carrier.

In a 1981 explanation, the Pentagon told Japan that the vessel was more than 500 miles from land, but a report by the Institute of Policy Studies, the liberal US research group, said the bomb was lost only about 80 miles from the nearest island of the Okinawa chain.

# Hong Kong runs record budget surplus in 1988

By John Elliott in Hong Kong

HONG KONG last year ran up a record budget surplus of HK\$15.7bn (£1.2bn), which is HK\$1.5bn higher than end-of-year government estimates issued early in March and almost double the original forecast made a year ago.

The figure was announced with some embarrassment yesterday by Mr Piers Jacobs, Hong Kong's Financial Secretary, who has come under attack recently in the Legislative Council for his department's poor economic forecasting.

He said the forecasting problem stemmed from the colony's cash accounting system. There had been slight under-spending by the government and a slightly higher yield on stamp duty and business profits tax. Mr Jacobs rejected requests for increased government spending and tax cuts because, he said, this could increase inflation, now running at around 10 per cent.



Piers Jacobs: embarrassed

In his annual budget on March 2, Mr Jacobs made some increases in spending on social services and infrastructure projects and introduced half a percentage point taxation cuts, bringing personal tax down to 15 per cent and corporate profits tax to 16.5 per cent.

# Colombo faces a painful battle on another front

In the first of two articles on Sri Lanka, David Housego looks at the country's ailing economy

WITH a mission from the International Monetary Fund arriving in Colombo this weekend, President Ranasinghe Premadasa's four-month-old administration, which came to power on the promise of raising living standards, finds itself face-to-face with the prospect of imposing austerity measures.

Continuing terrorist conflicts in the north and south of the country, strikes and shutdowns imposed by Sinhalese and Tamil extremists, vote-catching spending in both the recent presidential and general elections — all have taken their toll on the economy. Inflation, which had risen to 15 per cent at the end of last year, has probably passed 20 per cent and is still climbing.

The budget deficit which should have come down to 10 per cent of gross domestic product this year under the existing structural adjustment programme agreed with the IMF, surged last year to 15 per cent and will reach 12-14 per cent this year on the basis of budget estimates.

Monetary growth was still a high 22 per cent on an annual basis at the end of March though down on the 29 per cent at the end of last year.

Most indicative of the government's lack of space for manoeuvre is that with the current account deficit still rising (an expected 9 per cent of GDP this year) and Sri Lanka's high debt service ratio virtually barring it from further

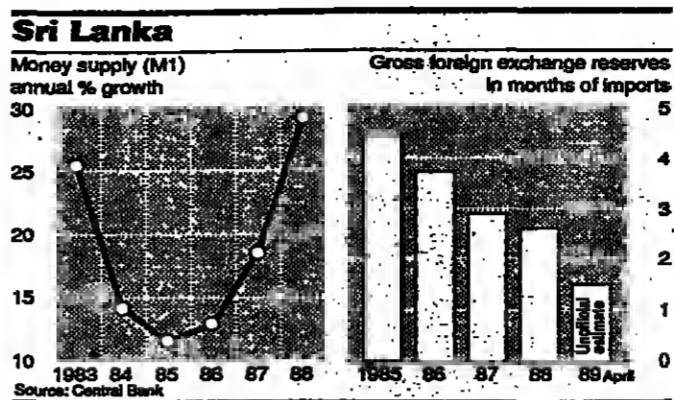
commercial borrowing, the foreign exchange reserves have dipped to a low for the decade of the equivalent of six weeks' imports — maybe less.

Decisions on economic policy have so far left observers confused as to the government's intentions.

"I don't see any direction at all," says one western diplomat. President Premadasa seems to have been fed optimistic accounts of the state of the economy by Mr H.N.S. Karunatilake, his recently appointed central bank governor. Mr Karunatilake got the job after publicly saying last year that the President's proposed poverty alleviation programme, promising Rs2,500 for the poorest 1.4m families, could be easily financed.

Interest rates which had been raised to absorb inflation were abruptly reduced before recently resuming their upward trend. The currency which was depreciating at the beginning, was briefly revalued before resuming a downward slide. Price controls were imposed on pharmaceuticals — though the President's real instincts appear to be market-oriented.

Against this background economic growth has remained low, particularly by comparison with the rapid expansion that followed the initial opening up of the economy in the late 1970s. Real GDP has risen at only 2.8 per cent over the last two turbulent years. Unemployment, which is at the root of the frustrations that



have allowed the extremist Sinhalese JVP movement to build up its strength, is around 18 per cent.

The bright spot in the economy, demonstrating Sri Lanka's potential if ever it can get back on the rails, has been export-oriented manufacturing and services. Aiken Spence, a large, diversified, local group with interests in shipping, garments, container traffic and tourism says it had record profits last year in spite of their hotels being closed down in the peak winter holiday period.

A new Taiwanese-Sri Lankan joint venture exported \$3m of garments in its first year last year and is expecting a \$1m turnover this year while also constructing a factory to make sweaters. Substantial Japanese investment is waiting to pour in but is deterred by economic and political uncertainties.

The task of the IMF mission is to decide on what terms Sri Lanka will be able to make an overdue SDR68m second tranche drawing on its three-year structural adjustment loan. On the Fund's approval depends the release of concessional aid by western donor nations.

Until recently the new government had hoped the Fund would not be too pressing in its demands. But the mood among Fund and Bank officials is that Sri Lanka has now twice postponed much needed stabilisation measures because of political difficulties.

In the belief that the country had in 1987 launched on a new course, the World Bank happily called its 1988 assessment of the economy "a break with the past," but Sri Lanka failed to live up to its commitments. The Fund made clear to Mr

R. Paskaralingam, the new Treasury Secretary, when he was in Washington recently that the case for a stabilisation package remained unchanged. On Monday he presided over the first meeting of senior officials to prepare the ground for the IMF visit. The negotiations are likely to be going further.

The most sensitive point for Mr Premadasa's government is an expected demand by the IMF for a substantial and immediate devaluation. Because of government determination to hold down inflation last year, the currency was allowed to appreciate by 5 per cent in real terms (as adjusted for inflation and measured against that of Sri Lanka's main trading partners).

This year's depreciation in nominal terms has not begun to make good the loss of competitiveness caused by Sri Lanka's soaring inflation rate. A substantial devaluation (10-20 per cent) would boost export earnings, but the immediate rub for the government is that it would further exacerbate inflation — with the risk of unrest spreading from students to industrial workers and public employees.

To contain the inflationary consequences the Fund is expected to insist on tight fiscal and monetary policies — possibly a budget deficit limited to 10 per cent of GDP and a target for monetary growth of 10-15 per cent. This would require bringing down government expenditure as a proportion of GDP from 34 per cent to about 28 per cent and sharply raising interest rates. It is to save his Jana Seyva poverty alleviation programme which accounted for an additional 10 per cent of expenditure in the budget, from being further axed. The programme is seen by officials as cushioning the poor against the impact of austerity policies while providing the jobs that could help limit the JVP's appeal.

The programme has already been trimmed from the 1.4m families that the President spoke of in his campaign speeches to 300,000 mentioned in the budget. It was to have been introduced in April but the timetable has now slipped to July. Observers in Colombo who initially treated it as a gimmick increasingly take it seriously as a way of stemming the unrest in the villages on which the JVP has flourished.

The Fund believes that one way of achieving cuts in government expenditure is to spend less on bulky, capital-intensive projects, like the Mahaweli irrigation scheme, and to reduce the size of Sri Lanka's mammoth public sector. It is thus expected to press for extensive privatisation.

Austerity policies are never popular. President Premadasa's government can be expected to put up a tough fight over the cuts. But the dwindling foreign exchange reserves leave the country little choice but to accept the policy changes that the Fund will propose.

# Thatcher backs Nigerian reforms

MRS Margaret Thatcher, UK Prime Minister, reaffirmed Britain's support for Nigeria's "courageous" economic recovery programme in talks yesterday with President Ibrahim Babangida, who is in London on a three-day state visit.

The 30 minute meeting, followed by lunch at Downing Street, was described by British officials as "extremely warm and friendly". President Babangida outlined his government's plans for a phased return to civilian rule by 1992.



President and Mrs Babangida pictured yesterday with Mrs Thatcher at 10, Downing Street. Picture by Tovey Andrews

# China's conservatives find ally in inflation

There is a danger that state controls may be reimposed, writes Stefan Wagstyl

CHINA'S leaders claim they are winning the battle against inflation — the toughest challenge they have faced since China started on the long road of economic reform a decade ago.

But foreign observers are deeply concerned that prices cannot be brought under control without further sharp deflationary shocks. They worry that the ruling Communist Party may be forced to reimpose controls which have been eased in the 1980s.

The party's leaders have publicly reiterated their commitment to reform many times in the last few months, most recently during the current wave of student protests. But there is a real risk that the surge in inflation will weaken the reformist camp within the party — and boost the position of conservatives, who argue that economic liberalisation has gone too far already.

Senior Chinese officials do not underestimate the danger. Last week, Mr Qi Qing, deputy governor of the Bank of China, told the annual meeting of the Asian Development Bank that "the glaring problem confronting the nation now is high inflation". Last year, the speed of increases in consumer prices rose from an annual rate 10.8 per cent in the

first quarter to 26 per cent in the fourth. It is still rising. Anecdotal evidence suggests the figures are still higher in Peking and for the coastal provinces, which have been expanding most rapidly. A Chinese economic journalist said last week that privately-owned textile companies in Shanghai were paying for domestic supplies in precious foreign currency to ensure deliveries. "Shanghai's economy is exploding," he said.

The root cause of inflation has been the competition for resources between different state-owned corporations, which have been granted increasing economic independence, as well as growing numbers of privately-owned businesses and joint ventures. Businesses in the coastal regions, keen to expand exports, have been investing rapidly, sucking in resources from the inland provinces. This has been exacerbated by the flood of foreign investment pouring into the seaboard areas, especially Guangdong.

Demand for resources for investment has been matched by a surge in personal consumption. About 24m Chinese bought television sets last year, 10m acquired tape recorders. There are widespread reports of hoarding by both

industry and individuals hoping to resell goods later at higher prices. Inflation has been aggravated by a huge surge in money supply, which reached an annual growth rate of about 50 per cent by the end of last year, due largely to increases in bank borrowings. The demand for funds is so strong that some state-owned businesses in Anhui province were last week reported to be paying 3 to 5 per cent a month for funds borrowed from private entrepreneurs.

After trying to control prices with restraints on bank borrowings and state-led investment, the authorities launched a full-scale assault on inflation last autumn. The key weapons have been increases in interest rates for borrowers which were raised from 8 to 9 per cent in September and again to 11.3 per cent in February. State-run corporations were ordered to limit investment programmes;

provincial governments were exhorted to follow suit. Li Guixian, the central bank governor, told a press conference last week that there were signs that the policies were succeeding in slowing down the economy. Industrial production in the first quarter of 1989 rose by only 10.4 per cent on an annualised basis against 20.7 per cent for last year. Mrs Qin said at the ADB meeting that the necessary improvements and changes would be put into effect over this year and next.

However, foreign economists think it might take longer than that. NRI & NCC, the research arm of Nomura Securities, forecasts that the Chinese growth rate will slow from 12.3 per cent in 1988 to 8.4 per cent this year, enough to bring the inflation rate down from 19.5 per cent to 18 per cent.

Mr Teizo Taya, senior economist at Daiwa Research Institute, an affiliate of Daiwa Securities and a former member of an International Monetary Fund delegation to China, said: "The only way is to restrict the money supply. They can't do it overnight. But I see little sign of it happening yet."

The problem is that while limiting money supply growth may well dampen the inflation rate, it will do nothing to solve the severe structural imbalances in the Chinese economy. These stem from the yawning gaps between the development of different parts of China.

The government's plans for solving these imbalances include giving preferential access to capital and other resources to basic industries as well as stepping up economic monitoring to ensure resources are distributed according to its programme. The difficulty is that this strategy might easily lead to an increase in state control on liberalised areas of the economy.

Chinese supporters of economic reform will be hoping economic retrenchment does not take China off the road it has followed this decade. Liberalisation has after all generated real gains, with real economic growth averaging 9.3 per cent a year in the 1980s against 5.8 per cent in the 1970s.

Foreign businessmen will feel the same way. The Bank of Japan said in a report published last month: "The facts show that economic relationships between China and Pacific-basin economies have become increasingly interwoven... therefore stable growth of the Chinese economy is important not only for China herself but also for the world economy."

# Egypt witnesses a militant response to the Islamic tendency

The country's Moslem movement has had its setbacks but may not have 'peaked', Tony Walker reports from Cairo

UNDER a hot Egyptian sun in the overcrowded Cairo suburb of Shoubra the other day about 200 demonstrators demanded the release from jail of Sheikh Omar Abdel Rahman, the radical blind cleric, who was detained last month after disturbances in his "parish" of Fayyoun, near Cairo.

The event, while not particularly significant in itself, protests by members of the Islamic tendency are fairly common — drew further attention to an intensified "war of attrition" between Islamic militants and the authorities.

Since serious disturbances in the Ain Shams district of Cairo last December led to the slaying of a police officer, the Government has arrested 2,000 alleged Moslem extremists in one of its biggest and most protracted sweeps against religious activists demanding the Islamisation of Egyptian society.

Major General Zaki Badr, the Interior Minister and man behind the "war" against the Islamic tendency, vowed recently to "arrest any citizen who may try to foment trouble in the country".

Mr Badr is widely accused of excessive zeal in his vendetta against the religious right and there are fears that his heavy-handed

approach may prove counter-productive. Miss Neimat Guemena, a sociologist and expert on the Islamic tendency, believes the Government is "not dealing intelligently" with the issue. "They are being too aggressive," she says. "They are attracting sympathy and attention to these groups."

Miss Guemena puts her finger on the central dilemma for President Hosni Mubarak and his police chief: that is, how much force should be applied to a tendency that is both elusive and threatening? The danger of the "rip-in-the-bud" approach is that it invites an endless cycle of strike and counter-strike, and in the end hardens the opposition.

Mr Mubarak appears, for the moment, to have decided that force is the answer. His continued backing for Mr Badr's "tough cop" stance is evidence of this and he is not withdrawing support among secular Egyptians.

The latest government crackdown appears to have been a response to fears that the nature of Islamic protest may be evolving once again into a more violent form, although few observers at this stage believe that extremist factions pose an immediate threat to the administration. The

Egypt's interior Ministry says the country has no political prisoners and does not practise torture or imprisoned accused criminals. AP reports from Cairo.

On Wednesday Amnesty International, the London-based human rights group, claimed in a report that there is "a pattern of torture" in Egypt's jails. The document was said to be based on interviews with

some of the more than 3,000 people arrested under emergency laws since 1968 and more than 100 medical reports by the Justice Ministry's forensic medicine department.

In a statement attributed to an "official source," the Interior Ministry said: "It is absolutely untrue that there is torture of any kind by Egyptian police, who work for the ministry."

main claims made on behalf of "Islamic economics" as a more efficient form of capitalism.

The Moslem Brotherhood made little attempt to forswear a connection with these dubious finance companies and indeed sought to bank in some of the early reflected success. Belated government pressure on the unregulated investment sector has proved a temporary antidote to the exaggerated expectations of the Islamic tendency which was laying siege to state institutions by diverting parallel financial, health, education and social welfare structures.

"If you strike at the profit side, you strike at the non-profit side as well," observed Miss Guemena, who believes the Moslem mainstream overplayed its hand in the past two years and invited government retaliation.

Masamoun Hodeibi, the *Ithwan* (Moslem Brotherhood) leader in Egypt's People's Assembly, predictably disputed claims that for now the Islamic trend had peaked and that the collapse of the Islamic investment sector represented a serious setback. He said that the continuing success of professional associations such as doctors and engineers synd-

WORLD TRADE NEWS

US angers Japan and EC over patents cases

By William Dullforce in Geneva

THE US aroused the ire of Japan as well as of the European Community yesterday, when it blocked for the fourth time running in the council of the General Agreement on Tariffs and Trade (GATT), adoption of a ruling against its handling of patent infringement cases.

Mr Yoshio Hatano, Japan's ambassador, said his country was becoming increasingly concerned about Washington's attitude towards GATT's dispute settlement procedures.

Recalling that the US also still had to comply with findings against its "Superfund" oil levy and its imposition of customs user fees, Mr Hatano charged the US with undermining the credibility of GATT.

A GATT panel ruled in November 1988 in favour of an EC complaint that US procedures in enforcing intellectual property rights under section 337 of its Tariff Act discriminated against imported goods and was inconsistent with the GATT.

The US circulated to council members yesterday a detailed account of its objections to the GATT ruling and said the Bush administration had not yet decided how to handle the matter. The EC accused Washington of misrepresenting the panel's findings and warned that it would expect the US to accept

the ruling at the next meeting of the GATT council.

At yesterday's meeting, Chile pressed home its case for the establishment of a GATT "crisis management body" to handle emergencies such as that which faced last year, when the discovery of toxic material in a few grapes in the US led to a ban on its grape and fruit exports.

Mr Luis Escobar said Chile had suffered a loss of trade worth hundreds of millions of dollars. GATT should have some means of reconciling governments' interests in protecting public health with exporters' need for secure access to markets.

Some 30 countries backed Chile's appeal. The council asked Mr John Weeber, its Canadian chairman, to start informal talks on how a mechanism could be put in place.

The council received findings from a Chilean complaint against EC restrictions on imports of desert apples and of a US complaint against Norwegian import controls on apples and pears.

Canada lost a case against Japan whose tariff rates, it claimed, discriminated against imports of Canadian spruce, pine and fir lumber.

US-EC air war breaks out in Gatt

William Dullforce gives the background to the Airbus subsidy clash

THE EUROPEAN Community has vigorously rejected a US complaint that the West German government is violating the General Agreement on Tariffs and Trade by subsidising Daimler Benz's purchase of a majority holding in Messerschmitt-Bölkow-Blohm, the aerospace group which holds Germany's 37.9 per cent stake in the Airbus Industrie consortium.

EC officials have counter-charged, in the two days of talks in Geneva, that Boeing, the US manufacturer, is using profits from sales of its jumbo B747 model, which has no competitor, to lower the prices of models competing with Airbus.

The EC argues that the Airbus programme is not distorting trade for the simple reason that with a 1988 market share of only 17.2 per cent Airbus cannot be seriously affecting its US rivals at a time of sharply expanding demand.

European officials cite a 48 per cent increase in the volume of orders received by Boeing in 1988, a rise from 51.6 to 62.5 per cent in its market share and a 28 per cent climb in its profits. They also claim that Boeing has taken on 65,400 workers over the past four years.

(2548m). The government is also shouldering earlier obligations for the development and production of Airbus aircraft to the tune of DM4.1bn.

The EC has refused consultations under the subsidies heading, arguing that the special aircraft code takes precedence over the more general subsidies agreement.

However, the two sides agreed this week to let the legal issue ride, while they discussed the substance of the US complaint against the Daimler-MBB contract.

Gatt's aircraft code permits public assistance for aircraft manufacturing as long as it does not distort trade.

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The US share in sales of large aircraft has increased from 75.3 per cent for three manufacturers (with Lockheed) in 1979 to 79.3 per cent for only two manufacturers, despite the expansion of the Airbus range.

While more than 1,000 large transport aircraft from the US are in service in Europe, Airbus has so far delivered only 80 to the US and new contracts for Airbus are being put at stake by US trade policy threats, Brussels argues.

Moreover, citing "US industry estimates", European officials claim that Boeing is using profits of at least \$30m per aircraft from its B747 sales to reduce the prices of models competing with the Airbus range.

Mr Dieter Wolf, director for industrial policy affairs at the West German economics ministry, describes Boeing's action as "a classic case of monopolising strategy", cross-subsidising from one product to another, to keep prices down despite strong demand.

Boeing as market leader is using short-term price policies to place a question mark over the economic viability of projects in which Airbus has been investing for decades, the Europeans argue.

This development comes when Airbus has taken on the burden of developing its A330/340 series, introducing its A320s to the market and stepping up production capacity - at a time of uncertainty about the exchange rate of the dollar, the currency in which all large aircraft are traded.

Were the Daimler-MBB deal to fall apart, the West Germans

say, they would not be able to participate in the A330/340 project without extra state assistance.

EC officials are particularly angry that the US should be challenging the Daimler-MBB deal after it had undertaken at a ministerial meeting in London in October 1987 that it would not hinder efforts to privatise the Airbus consortium.

In addition to MBB, the Airbus partners are Aérospatiale of France (37.9 per cent), British Aerospace (20 per cent), and Spain's Casa (4.2 per cent).

The EC has dismissed a US suggestion that Airbus and MBB could cover themselves against fluctuations in the dollar by normal commercial hedging on capital markets.

The long running times for aircraft projects and the sheer volume required make this impracticable, it says.

Hedging is practised normally for periods of one to three months; the maximum period obtainable would be two years at a very high premium.

The Germans calculate that the volume required to cover their Airbus participation would be equivalent to the total forward exchange dealing in the German economy.

No private market could cope with the Airbus dollar rate risk, Mr Wolf says.

Nor would the exchange rate agreement with Daimler create a precedent for other branches of German industry, which involves only 7 per cent of their exports in dollars, the economics ministry argues.

Japanese 'may soon begin friendly takeovers in EC'

By Guy de Jonquères, International Business Editor

JAPANESE companies may soon start making friendly takeovers in the European Community to protect themselves against the threat of EC restrictions on their trade and investments, an executive of a Japanese electronics company said yesterday.

Mr Don Finchbeck, general manager of the UK subsidiary of Epson, a leading maker of personal computers and printers, said in London that by making acquisitions, Japanese companies could secure a position "well and truly inside Fortress Europe," with European brand names.

Some acquisitions could be organised as a form of reverse takeover. "I can imagine a Japanese company disappearing into the shell of a European company, with the Japanese company holding a golden share."

One of the advantages of such an arrangement would be to help Japanese companies avoid EC moves to require

them to meet minimum levels of local content in their European assembly plants.

It was most unlikely Japanese companies would launch hostile takeovers in Europe. Asked whether Epson planned to make any European acquisitions, he replied: "Perhaps I should say: watch this space."

Outright acquisitions would involve some problems of blending different management styles. The difficulties would be smaller than in joint ventures between Japanese and European companies which, he believed, stood little chance of success.

Mr Finchbeck criticised the EC's use of anti-dumping procedures against Japanese exports and of European efforts to tighten local content rules on Japanese plants. Such rules were not designed to raise EC content, but to limit Japanese content. But he was optimistic about Japanese companies' prospects in Europe.

Electronics crisis 'could trigger protection backlash'

By Guy de Jonquères

THERE IS a serious risk of a crisis in Europe's electronics industry in the next five years which will trigger a protectionist backlash against US and Far Eastern companies, a market research study sponsored by leading Japanese electronics manufacturers says.

The study finds that most European electronics companies are not planning for the EC's single market and appeared ill-prepared for stiffer competition.

The study, by Cores Europe, a Japanese market research firm, says the EC considers increased competition essential to industrial efficiency but appears to assume the competition will come mainly from European companies.

But "when the competitive pressure comes from Asian or US firms, the rules change. Competition ceases to be a cleansing force and becomes a dangerous threat to European well-being."

Some European electronics companies were pressing for further measures to protect the European market.

Japanese companies needed to avoid aggravating matters by investing too heavily in European plants in an attempt to overcome EC trade barriers. They risk creating excess production capacity.

That problem could be avoided if Japanese companies installed flexible manufacturing systems at their European plants, so production could be switched quickly from one product to another in response to market conditions.

In the 1990s, competitive advantage could well go to companies offering an updated product range, rather than mass-producing a few standard products.

European Community 1992, Cores Europe, 7 Old Park Lane, London W1, Tel 01-408 3533.

Moscow to lend Cairo £200m in move to improve links

MOSCOW will lend Cairo £200m in an bid to improve ties with its one-time ally, Mr Konstantin Katusev, the Soviet Foreign Economic Relations Minister, said yesterday. Reuters reports from Cairo.

Details of the loan were still to be discussed, he said, but the money would be used to buy equipment and spare parts for Soviet-built iron and steel and power plants.

Mr Katusev, heading a trade delegation for a five-day visit, said on arrival that he would review with Egyptian ministers the current trade volume of £600m a year between the two countries.

"I am here to discuss ways of strengthening and boosting trade," he said after meeting Egyptian Economic Minister, Mr Youssef Mostafa.

Egypt and the Soviet Union agreed last year to calculate starting for trade transactions at a special exchange rate of three Egyptian pounds. The current bank exchange rate is 4.20 Egyptian pounds.

Egypt expelled thousands of Soviet military advisers in 1971 after relying on Moscow for more than 25 years. Relations have improved since President Hosni Mubarak succeeded President Anwar Sadat in 1981.

Plans start to take shape for Saudi smelter

PLANS for a 214,000-tonne aluminium smelter at Yanbu on the Red Sea are starting to take shape as one of Saudi Arabia's largest privately-financed industrial projects designed to diversify its economy away from oil, Peter Montagnon reports.

Among the latest developments is the signature of an agreement, between Alujina, the project sponsor, and Gore Aluminium, a subsidiary of Australia's CSR concern, for the supply of 1m tonnes of alumina over 10 years starting in 1992.

With financial estimates now nearing completion, Morgan Grenfell, the UK merchant bank which is acting as adviser, expects to syndicate a major international loan in the second half of this year to help finance the project.

Gore's supply contract will cover about one quarter of Alujina's needs after the project enters production in three years, amid a projected shortfall in world supplies of aluminium.

Based on current industry estimates for the cost of establishing plant, the smelter will

cost about \$850m (\$500m). Smelting costs are expected to fall in the lowest 10 per cent range for non-Communist producers, according to a study by the London-based Commodities Research Unit.

The commercial bank credit will probably be syndicated without the backing of export credit agencies and will be a limited-recourse loan.

This means lenders will depend on the success of the project rather than any guarantors for repayment.

But its size will depend on the results of a financial study

now being completed by Bechtel, the US construction company which is the lead tender to build the plant.

The smelter will use technology supplied by Aluminium Pechiney of France which will operate the plant for 10 years.

Up to half the total cost of the project is expected to be provided by the Saudi Industrial Development Fund through long-term concessional loans.

Around a further 20 per cent will come in equity subscriptions with the balance from the commercial bank package.

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UK NEWS

# Technical problems may delay launch of BSB

By Raymond Snoddy

BRITISH Satellite Broadcasting, the more than £700m satellite television venture, may have to delay its launch because of the technical complexity of the project.

The consortium which is still advertising a September launch for its three national channels of television has already drawn up contingency plans for delay if receiving equipment is not available in quantity in time.

One option envisages launching only in the London area in the autumn before rolling out nationally at a later date.

Another possibility involves waiting until January or February to launch a five-channel system.

BSB, whose major shareholders include the Bond Corporation, Granada, Pearson (publishers of the Financial Times) and Reed International, has applied for the two additional high power satellite channels assigned to the UK under international agreement.

The Independent Broadcasting Authority is due to make its decision on the channels by the middle of next month. The Children's Channel and IFC Entertainment have also applied for a channel each.

Mr Anthony Simonds-Gooding, chief executive of BSB, said yesterday: "I am still aiming for an early October launch."

The BSB chief executive conceded, however, that a great many things had to be brought together at the same time and with less than three months to go before the launch of the rocket carrying the BSB satellite on August 6 there was now no spare cushion of time.

Mr Simonds-Gooding conceded: "There is a chance of things going wrong and there is a chance of delays."

The BSB chief executive said that if delay became inevitable - a position he said had not been reached - everyone involved would be properly informed in good time.

Earlier this week Mr Simonds-Gooding was in Scotland to announce a £12.5m deal between BSB and the Scottish football authorities and made clear that he would rather delay the launch than repeat

the mistakes made by Mr Rupert Murdoch's Sky Television.

When Sky launched there was practically no equipment in the shops to receive the four-channel service and the sale of receiving dishes is still below expectations.

There are repeated suggestions of delays with BSB's Squarial - the 12-inch square flat aerial which is being advertised as virtually the trademark of the satellite company.

One consortium planning to manufacture an aerial designed by Fortel is talking about next spring before volume supplies will be available.

GEC Marconi, the defence electronics company, already has a working flat aerial but no volume orders have yet been placed and it is believed that a minimum of 25 weeks will be needed to get large quantities into the shops.

STC, Britain's second biggest electronics company, has also been talking to BSB about manufacturing an aerial but it is not clear how far the project has got.

He said that, even before the Venice meeting, he had been getting indications that he would be promoted over the top of the British executive.

"There has been no row; the situation just evolved," he said. "Bernard has behaved like a perfect gentleman throughout."

The reshuffle at Glaxo, which gains nearly half its annual sales of £2bn from the US, surprised some observers but, in fact, had been pointed to by several events over the past year.

Mr Mario, who has a doctorate in chemistry and has worked in the US as a pharmaceutical industry manager all his career, has been making a big impact on the group's US activities. Sales in this region have trebled since his arrival in 1986.

Mr Taylor, a quiet and unassuming 58-year-old, has during this time been nudged out of the spotlight at public Glaxo meetings by his American colleague. Mr Mario was told some time ago by Sir Paul to spend more of his time at Glaxo's London head office and was appointed to the board last year.

The final sign that Mr Mario - who was born in New Jersey and has never lived in a big city - was to play a big part at the centre of Glaxo was when he rented a flat in Chelsea in March. He and his wife are now looking to buy a house in the capital, although they are shocked at the prices.

Throughout Mr Mario's time at the British company, the close rapport between him and Sir Paul has stood out to insiders.

Sir Paul, who within Glaxo is regarded as a patriarchal figure, joined the company in the 1960s and has been a forceful figure behind the company's recent growth.

The sun-tanned, golf-playing

# Venice is the scene for the Glaxo drama

Peter Marsh reports on the appointment of Ernest Mario as chief executive at Glaxo

IT WAS among the palaces and gondolas of Venice, a scene of countless liaisons over the centuries, where this week's dramatic changes involving the top jobs at Glaxo were decided on in a potent series of discussions a fortnight ago.

The changes saw the setting down of Mr Bernard Taylor, the highly respected chief executive at Britain's biggest pharmaceutical company, and his replacement, in an expanded chief executive's role, by Mr Ernest Mario, the head of Glaxo's US operations.

Sir Paul Girolami, the 88-year-old chairman of Glaxo, arranged at the end of last month a private weekend meeting with Mr Mario, who has quickly made a name for himself in the company since joining it three years ago.

The Italian-born Sir Paul, who has been the inspiration behind Glaxo's strong growth in the past five years to become the world's second biggest drug group after Merck, of the US, spent time to Mr Mario, who is 50, what he had in mind. He wanted the US executive to take over the clear No 2 position at Glaxo, answering directly to himself and taking over much of the responsibility for day-to-day operations.

The appointment entailed the shunting aside of Mr Taylor, the company's chief executive since 1983, who has had a purely co-ordinating role on Glaxo's board, occupying the same hierarchical position as the company's other five directors.

Mr Mario's appointment was followed a few hours later by the resignation of a bruised Mr Taylor, who had worked for Glaxo for 26 years and rejected an offer of staying at the company, reporting to Mr Mario.

Yesterday, a confident and relaxed Mr Mario played down any talk of personal animosity between him and Mr Taylor.

going to have an interesting and productive relationship." Soon after this, Sir Paul offered him his first Glaxo job as deputy head of Glaxo's US activities.

The good feelings Sir Paul has for Mr Mario are clearly reciprocated. "He's incredibly well-read, very energetic, very strong," said Glaxo's new chief executive of his overall boss. "He gives you a frame of reference and then lets you work within it."

What changes will Mr Mario be ushering in within Glaxo? He has a warm, convivial style and during his first full day in his new job at Glaxo's head office yesterday he was completely at home while chatting to junior employees.

Mr Mario described himself as "a pusher" with a focused approach to management. "I believe in leadership by commitment. There is a tremendous excitement at Glaxo and I want to sustain it."

He says he would like some day for Glaxo to overtake Merck as the No 1 drug company but is not consumed by this ambition. "I do want Glaxo to be the best in other ways - in management and as a place where people want to work."

One of the American executive's first pre-occupations, however, will be to find the easiest way to get from Central London to the seaside.

Mr Mario owns a house on the beach in North Carolina near to Glaxo's US head office and says he likes nothing better than to sit on an easy chair by the water's edge and think.

Yesterday - even while he was asking colleagues how far it is to Southend - he was admitting ruefully that the demands of his new job might make the opportunities for this relaxation rather few over the next few months.



Ernest Mario: to play an expanded chief executive's role

of small US biotechnology companies, Mr Mario was introduced to Sir Paul by Mr Richard Sykes, Glaxo's research director. The English-born Mr Sykes - who is in charge of Glaxo's highly-regarded long-term research and development programme - had known Mr Mario for some years when they both worked at Squibb.

Sir Paul and Mr Mario, at their first meeting at a New York hotel, immediately saw eye-to-eye. "We hit it off straight away," said Mr Mario yesterday. "After just one hour of talking to him I felt we were

# Decision to close chip plant deals sharp blow to Plessey strategy

By Terry Dodsworth, Industrial Editor

PLESSEY, the beleaguered UK electronics group, is cutting back drastically on its investment in a new type of high-speed semiconductor after failing to generate sufficient sales.

The decision to trim production of gallium arsenide chips, a technology which was once forecast to succeed the present generation of silicon-based semiconductors, will mean the closure of its plant at Towcester in the Midlands.

The company would not give an estimate yesterday of how many of the plant's 375 jobs were likely to be lost, but in a statement to staff it said that the "majority" of employees would become redundant.

Withdrawal from broadly-based commercial exploitation of gallium arsenide products, which work faster and use less energy than the standard silicon chips, will be seen as a sharp blow to Plessey's ambi-

tions in the semiconductor industry.

The company is the UK's only sizeable domestically owned chip manufacturer, a point which it has emphasised constantly in its efforts to thwart the current takeover efforts of British General Electric Company and Siemens of West Germany.

In the past Plessey has stressed its commitment to gallium arsenide as an example of its ability to compete with the world's leading electronics companies. It has also used the investment as an example of its willingness to take a risk on new technology.

Plessey stressed last night that it was restructuring rather than withdrawing entirely from gallium arsenide production.

Some products will be transferred to its research and development facility at Caswell, also in the Midlands,

and others to its defence company.

These changes underscore the problems the company faced at Towcester in finding external outlets for its gallium arsenide products.

When the facility was set up in 1983, Plessey had talked about aiming for sales of £40m by 1990, and investments of up to £50m overall.

Its two principal target markets, the US defence industry and direct broadcasting satellites, have, however, failed to develop at the speed it had hoped.

On the defence side in particular, US companies have created their own capabilities in-house, helped by a \$350m government support scheme.

The company still believes it will have significant internal demand for its gallium arsenide products, but says these will be in small niches such as its new generation of radars.

# De Savary drops legal challenge over loan

By Phillip Coggan

MR Peter de Savary, the British yachtsman and entrepreneur, yesterday dropped his legal opposition to Blue Arrow, the employment group, revealing details of the controversial £25m interest-free loan made to him when Mr Tony Barry was chairman.

The loan, which related to a property project on Canvey Island, Essex, in south-east England, contained a confidentiality agreement but Blue Arrow, now run by Mr Mitchell Fromstein, took action in the High Court to lift the restrictions.

Blue Arrow is now set to post a circular to shareholders tomorrow outlining the details of the transaction.

The circular will reveal the resignation as directors of Mr Barry, of Mr David Atkins, the former deputy chairman, and terms of their compensation.

However, Mr Barry is not expected to have been granted any legal indemnities.

An embittered Mr de Savary said yesterday: "Successful commercial activities are not achieved in the spotlight of media focus. Publicity is potentially damaging to the transaction. But I've now taken the view that I might as well join 'em as beat 'em."

Since Mr Fromstein, the former president of US employment group Manpower, took over the Blue Arrow chairmanship, he has made it clear that he would like to unwind the loan.

But Mr de Savary was adamant yesterday that he intended to enforce the terms of the deal. "I stick by my agreements and I intend to honour every term and condition," he said.

Mr de Savary was also unhappy about the way that the Blue Arrow board, and Mr Fromstein, had handled the affair since the loan was revealed at Blue Arrow's annual general meeting last month.

"I didn't do a deal with individuals. I did it with the PLC," he said. "As far as I know, he (Fromstein) hasn't even got a bloody work permit!"

Mr de Savary said that the publicity would make it very difficult for him to replace Blue Arrow with another investor.

# Ex-Guinness chief names new legal team

By Raymond Hughes, Law Courts Correspondent

MR Ernest Saunders announced yesterday that a new law firm had agreed to handle his defence to the 49 charges he faces in the Guinness case.

The former Guinness chairman and chief executive, who faces the prospect of having to appear in two consecutive trials, was left without lawyers two weeks ago when his solicitors, Landau & Landau, withdrew from the case. They had been unable to negotiate what they regarded as reasonable remuneration from the criminal legal aid authorities to provide Mr Saunders with an adequate defence.

Mr Saunders' new lawyers are the Manchester firm of Pannone Blackburn. The defence team will be led by Mr Rodger Pannone, the firm's senior partner, who is best known for his work in disaster cases. He has represented victims in the Manchester air crash, the Herald of Free Enterprise, Piper Alpha and King's Cross cases, as well as claimants in the Open drug case.

Mr Saunders, who was arrested in May 1987, was granted legal aid last December after having been refused it four times.

Yesterday he said that after Landau & Landau withdrew he had contemplated defending himself but had decided that that would be "a reckless gamble" in such a huge and complicated case.

However, he added that, although he was very pleased that Pannone Blackburn was taking on his case, "the legal aid funding issues are not resolved."

Mr Pannone said yesterday that the firm had decided to

take on the case after careful consideration. Account had had to be taken of the details of the charges against Mr Saunders, the complexity of the case and the fact that any firm of solicitors would require to put on the case not only criminal lawyers but very senior corporate lawyers.

He said the team defending Mr Saunders would consist of himself, Mr Peter Lakin, head of the forensic department, and Mr Tim Wells, a senior partner in the corporate department.

He refused to be drawn on how his firm thought they could manage to conduct the case on criminal legal aid in the light of Landau & Landau's experience.

"All he would say was that 'We have handled a large number of fraud cases and we are set up to deal with this sort of case.'"

He commented that the criminal legal aid regulations were not intended to cater for something like the Guinness case and that the criminal legal aid rates were inadequate.

"That is a matter we will have to discuss in detail with the legal aid authorities. Our priority at the moment is to deal with Mr Saunders' defence and establish his innocence - not to enter into a public row about rates of pay."

The Serious Fraud Office, which is prosecuting Mr Saunders and his six co-defendants, has proposed a split trial, with Mr Saunders in the dock in both. The fraud office hopes to begin the first trial in October.

Mr Pannone said he thought it most unlikely that Mr Saunders' defence could be ready by October because the new defence team would have to start from the beginning.

# MPs in poll tax clash

By Richard Evans and Ivor Owen

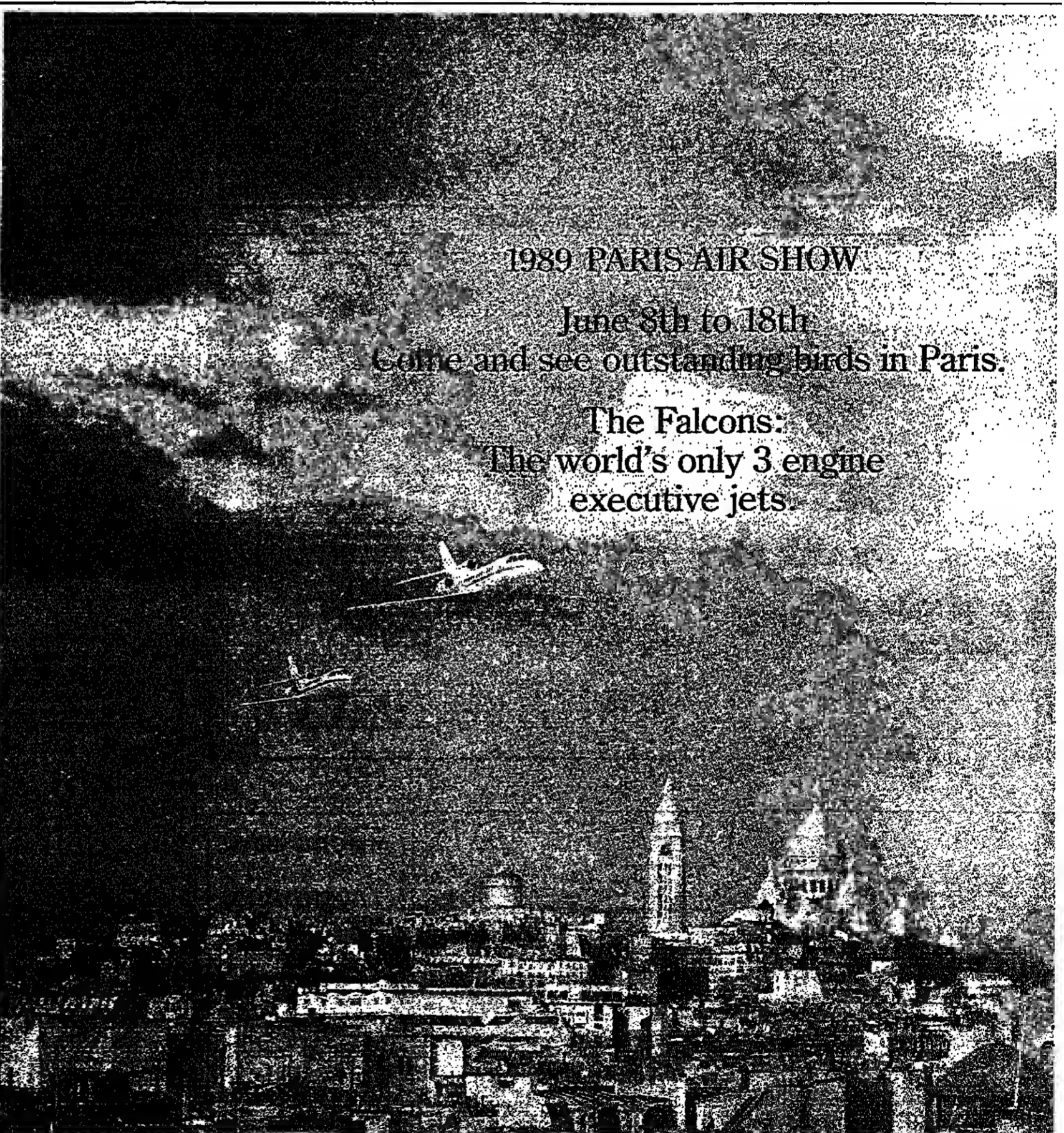
MINISTERS were accused by the opposition yesterday of being openly contemptuous of the law by failing to halt the distribution of the information leaflet on the introduction of the community charge, or poll tax, following a court ruling.

The row over the controversial leaflet, banned from further distribution in England and Wales by Mr Justice McGowan in a High Court injunction on Tuesday afternoon, has thrown the Government's

plans into confusion.

The Environment Department succeeded yesterday, however, in bringing forward the court hearing on the contents of the leaflet from May 25 to next Monday.

The leaflet, launched last Monday by Mr Nicholas Ridley, Environment Secretary, was criticised by the London borough of Greenwich for failing to make clear that couples could be liable for one another's community charge.



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## FT LAW REPORTS

# US state corporation laws help to hinder hostile takeover bids

By Leo Herzel and Richard W. Shepro

In the US the fortunes of takeover offence and defence have been shifting back and forth for years. Innovations such as junk bonds on one side and poison pill rights on the other have been very important, but so have court decisions and new laws and SEC rules.

Recently, without fanfare, two developments have converged so that hostile takeovers may soon become much more difficult in the US. The newest of these developments is a type of state corporation law that grants boards of directors the discretion to act in what they consider to be the long-term interests of the shareholders, the company and various other constituencies, such as employees, customers, suppliers and local communities.

These new laws would apply even when the board of a target company is facing a bid at a premium price. Combined with "flip-in" poison pill rights the result in many situations could be conclusive — no takeover.

Flip-in rights are warrants that suddenly become valuable when someone acquires a specified percentage of the issuing company's stock without prior approval by the target's board of directors.

The percentage chosen is usually between 10 and 20. All shareholders except the large shareholder can then buy the company's stock at half price.

The intended result is that no one dares to pass the flip-in line, and bidders are forced to negotiate with target boards.

Most large public corporations in the United States have a flip-in poison pill, or can have one on short notice since enactment only requires board approval.

This defence has forced bidders into the courts where they argue that the rights should be redeemed because they are not being issued in the shareholders' interests.

In some states, notably New York and New Jersey, the legal status of the flip-in pill is doubtful because it discriminates among shareholders of the same class of common stock. However, the courts in Delaware and some other states have allowed target boards to use the pill as a bargaining or auctioning tool.

But, so far, a strategy of using the flip-in pill to remain independent — the "just say no defence" — has failed because of court intervention.

When Grand Met made its high-premium bid last autumn for Pillsbury, it immediately filed suit in Delaware challenging Pillsbury's poison pill. The Delaware court did not interfere with the pill immediately. But when after several months Pillsbury failed to come up with a competitive alternative to the Grand Met bid, the court lost patience and ordered Pillsbury to redeem its pill.

Only a few states, including New York and Indiana, have adopted laws broadening the discretion of directors who are facing takeover bids. Delaware is not among them. However, proposals for similar legislation are appearing across the country. Many of these statutes and bills also include provisions that legalise flip-in poison pills. The New York Statute allows directors who are facing a takeover bid to consider "both the long-term and the short-term interests of the corporation and its shareholders".

New York also passed a temporary statute making flip-in poison pills legal, reversing the position taken by two New York state courts in the Bank of New York-Irving Trust takeover litigation. However, this part of the law expired on April 1, possibly by accident, and it may be revived.

Indiana has gone further. It already had a statute giving directors the discretion to consider the effects of a hostile takeover on the community, employees, customers and suppliers, and anyone else who they might consider relevant.

An amendment passed in February allows directors to consider the long run and says specifically that their discretion is not constrained by any effect their action might have on a proposed takeover or on the possibility of shareholders receiving a premium bid. Furthermore, the right of directors not to redeem poison pill rights is specifically endorsed by the statute.

In short, the logical outcome of these statutes is that they could easily be the long-sought-after defence to unwelcome takeovers. Target boards' defences against takeovers, including flip-in poison pill rights, would be subject to the same business judgment rules as other board actions.

Proxy fights to remove target boards may then become then principal avenue for hostile bidders. However, a satellite bidder through proxy fights is unlikely. Successful proxy fights are much more difficult for bidders to achieve than cash tender offers.

In a proxy fight, the bidder must persuade shareholders either that it can do a better job with the company than its present management, or that if successful it would very quickly buy out the shareholders at a premium. These are hardly sure things compared to a cash tender offer.

Nor would they arouse enthusiasm in the arbitrage market, which, in turn, would have the important effect of reducing the potential anti-management vote.

In addition, more and more companies have significant employee stock ownership plans, which tend to vote with management. The recent approval by the Delaware courts of Polaroid's sale of 14 per cent of the company to its employee stock ownership plan has led to a number of other companies doing the same thing.

An unsolved wrinkle, however, is a Department of Labour release saying that there may be situations when the trustees of these plans would have a fiduciary obligation to overrule the employees' decisions how to vote or whether to tender.

This does not necessarily mean that the number of takeovers would be reduced sharply. It could turn out that a reduction in hostile takeovers would make friendly deals safer and easier to accomplish. Many deals today do not get past the planning stage because of fears that a competing hostile bid would gain the prize or that both companies would become takeover targets.

Although the constitutional-ity of these statutes is unresolved, courts have recently become quite deferential to the state legislatures with regard to anti-takeover laws. If a state law does not directly conflict with federal regulations on takeovers it is likely to be held to be constitutional.

A majority of large corporations are incorporated in Delaware. As more states adopt these statutes, Delaware will be under tremendous pressure to do something. The Delaware legislature has the power to put a potent damper on the boom in hostile takeovers.

Will Delaware follow Indiana's lead? The answer depends on how a number of interests in Delaware are balanced.

Managements still have a big say in Delaware, and will press these changes. But they might have significant opposition from shareholder groups who lobbied hard against the last Delaware anti-takeover statute.

Institutional shareholders appear to be developing misgivings about takeovers, as witness the recent lawsuits brought by insurance company bondholders against the RJR Nabisco leveraged buyout.

In addition, Delaware lawyers may have little motivation to support these new laws. They have grown enormously prosperous under the present legal rules because takeover controversies have been concentrated in the Delaware courts. In corporate legislative matters, the Delaware corporate bar has tremendous influence on the legislature.

The ultimate weapon for hostile bidders against state laws of this sort would be federal government intrusion into the states' traditional role in governing corporations. The SEC probably could not overrule these laws itself without new federal legislation.

So far, Congress and the Administration seem to be divided about whether takeovers are good or bad and how they affect foreign competition. Waning public ardour for hostile takeovers, low to begin with, is likely to reduce their desire to intervene.

*The authors are partners in the Chicago law firm of Mayer, Brown & Platt.*

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### COMPANY NOTICES

## VOLKSWAGEN

Aktiengesellschaft  
Wolfsburg

**Invitation to the Separate Meeting of Holders of Preferred Shares**

We have pleasure in inviting holders of preferred shares to the separate meeting to be held at 3.00 p.m. on Thursday, July 13, 1989 at the Festhalle on the Messestraße in Frankfurt. The start of this separate meeting of holders of preferred shares may be subject to delay depending on the length of the immediately preceding Ordinary Annual Meeting of Stockholders.

**Agenda**

1. Announcement of the resolutions passed by the Ordinary Annual Meeting of Stockholders on July 13, 1989 regarding authorization to create authorized capital stock.
2. Special resolution by the holders of preferred shares regarding approval of authorization of the Board of Management to create authorized capital stock in accordance with the resolutions passed by the Ordinary Annual Meeting of Stockholders and announced under item 1 of the agenda.
3. Announcement of the resolutions passed by the Ordinary Annual Meeting of Stockholders on July 13, 1989 regarding authorization to issue convertible or option bonds and creation of further potential capital stock.
4. Special resolution by the holders of preferred shares regarding approval of authorization of the Board of Management to issue convertible or option bonds and regarding the creation of further potential capital stock in accordance with the resolutions passed by the Ordinary Annual Meeting of Stockholders and announced under item 3 of the agenda.

Entitlement to attend the separate meeting and to exercise voting rights is restricted to holders of preferred shares who in accordance with the Articles of Association deposit their shares or the certificates of deposit of their shares from a bank for central depository of securities at the latest by July 5, 1989 at the depository below, at a notary public or a bank for central depository of securities and leave them there until the end of the separate meeting.

Depository in Great Britain is:-  
S.G. Warburg & Co. Ltd.  
2 Finsbury Avenue, London EC2M 2PA

It is also permissible with the agreement of a depository to hold the shares at another bank and block them until the end of the separate meeting.

Wolfsburg, May 1989      The Board of Management

## VOLKSWAGEN

Aktiengesellschaft  
Wolfsburg

**Invitation to the Ordinary Annual Meeting of Stockholders**

We have pleasure in inviting holders of ordinary and preferred shares to the Ordinary Annual Meeting of Stockholders to be held at 10.00 a.m. on Thursday, July 13, 1989 at the Festhalle on the Messestraße in Frankfurt.

**Agenda**

1. Presentation of the confirmed financial statements, the consolidated financial statements, the Management Report and the Group Management Report for the year ended December 31, 1988 together with the Report of the Supervisory Board.
2. Resolution on appropriation of net earnings available for distribution.
3. Ratification of the actions of the Board of Management.
4. Ratification of the actions of the Supervisory Board.
5. Resolution on the creation of authorized capital stock and the appropriate amendment of the Articles of Association.
6. Resolution on the authorization to issue convertible or option bonds, creation of further potential capital stock and the appropriate amendment of the Articles of Association.
7. Adjustment of the potential capital stock created in 1984 and the appropriate amendment of the Articles of Association.
8. Appointment of auditors for the fiscal year 1989.

With respect to items 5 and 6 the holders of non-voting preferred shares will decide on the passing of a resolution at a separate meeting to be held at 3.00 p.m. on the same day regarding their approval of the resolutions passed at the Ordinary Annual Meeting of Stockholders.

Entitlement to attend the Annual Meeting of Stockholders and to exercise voting rights is restricted to stockholders, and with regard to voting rights to holders of ordinary shares, who in accordance with the Articles of Association deposit their shares or the certificates of deposit of their shares from a bank for central depository of securities at the latest by July 5, 1989 at the depository below, at a notary public or a bank for central depository of securities and leave them there until the end of the Annual Meeting of Stockholders.

Depository in Great Britain is:-  
S.G. Warburg & Co. Ltd.  
2 Finsbury Avenue, London EC2M 2PA

It is also permissible with the agreement of a depository to hold the shares at another bank and block them until the end of the Annual Meeting of Stockholders.

Wolfsburg, May 1989      The Board of Management

**LANCASHIRE & YORKSHIRE ASSURANCE SOCIETY**  
NOTICE OF ANNUAL GENERAL MEETING

NOTICE is hereby given that the 20th Annual General Meeting of the Lancashire & Yorkshire Assurance Society will be held on Thursday 24th May, 1989 at 12.00 noon at The Rotherham Hotel, Rotherham.

**AGENDA**

1. To receive the Annual Report for 1988.
2. To receive the Accounts for the year ended 31st December, 1988 and the Auditors Report thereon.
3. To receive the Annual Valuation and Report as at 31st December, 1987.
4. To re-elect Rear Admiral M.C.N. Goodhart CB as a Member of the Committee of Management.
5. To transact any other ordinary business of the Society.

By Order of the Committee of Management, 17th April, 1989.

McGregor Hall,  
Rotherham, S60 2AQ.

Any member entitled to attend and vote at the above meeting may appoint a proxy to attend and vote instead of him or her. A proxy need not be a member of the Society.

A Form of Proxy may be obtained from the Registered Office of the Society and, in order to be valid, must be deposited at the Registered Office not less than 24 hours before the time appointed for holding the Meeting.

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The holders of 7 1/2% 1984-1999 bonds issued by ACCOR and convertible into ordinary shares who were called for May 10, 1989 being made to meet early for lack of quorum, are again called to a General Meeting at 3 p.m. on Thursday, May 11, 1989 at 3 p.m. in order to consider the same agenda as the one for the first meeting, that is:

- Approval of the shareholders' meeting of their representatives to subscribe securities that the Extraordinary General Meeting of shareholders on May 10, 1989 (eventually deferred to May 19, 1989) will authorize the Board to issue.
- Decision on the method of recording the documents of the general meeting.

To permit the bondholders to attend or to be represented at this meeting, the bonds or their receipt must be deposited at least five days before the date fixed for the meeting at the offices of the banks having participated in the placing of these bonds and from whom proxies or admission cards can be requested.

The Board of Directors

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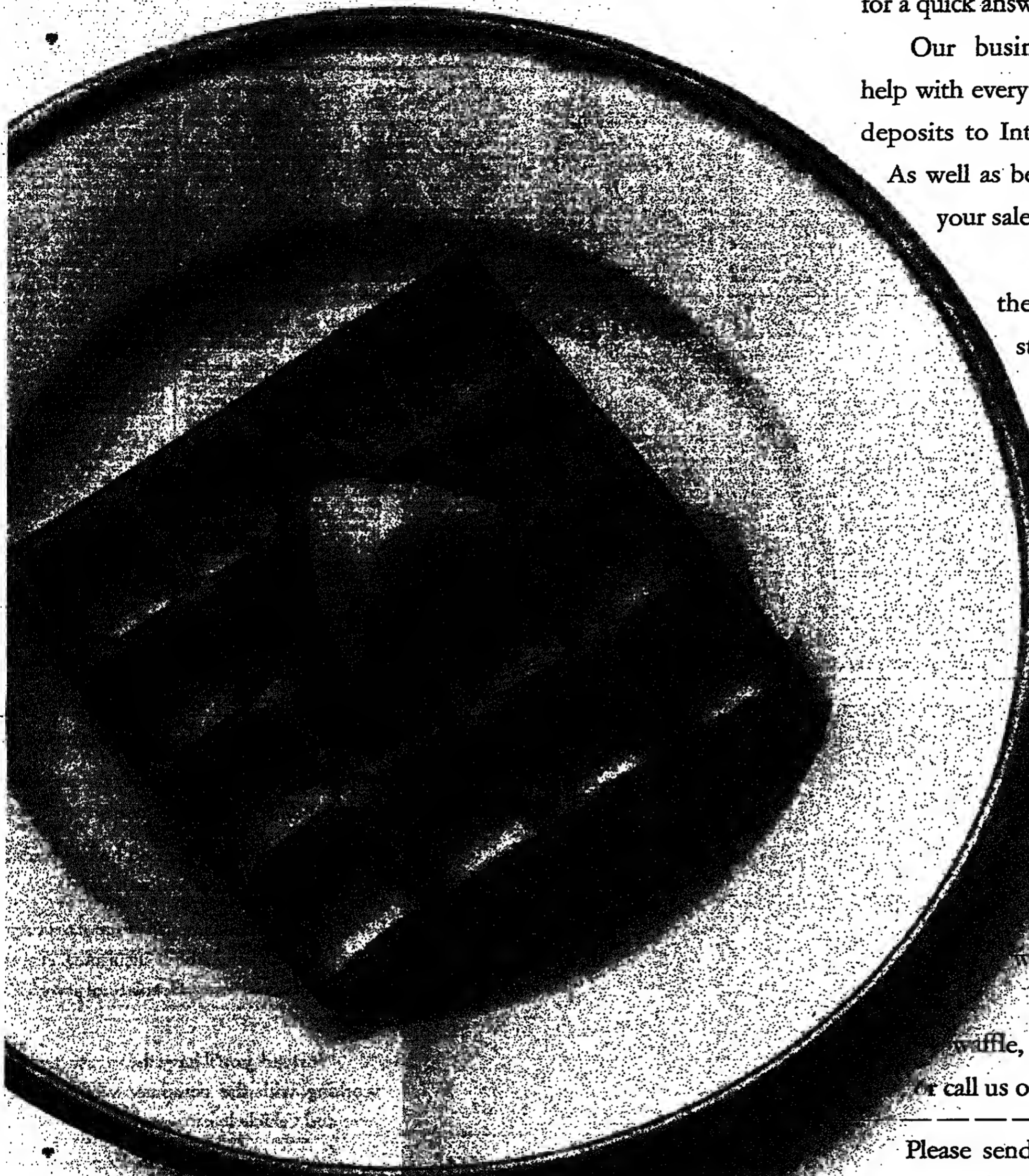
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MANAGEMENT: Marketing and Advertising

Market research

# Why brands must catch the flowing tide of the New Wave

Philip Rawstone reports on the fickle preferences and attitudes of Europe's youth

The West European youth market may be declining in size but it will exert just as much influence on work, leisure, and social values as the baby-boom generation that preceded it, says a report published yesterday by the advertising agency, McCann-Erickson.

"These are the first children of Reaganomics and the policies of the European Community," says the report. "The New Wave young... is the first generation to grow up in the service and consumption-led information economy, and its exposure to communications technology has shaped values and expectations in a new way."

The McCann study, carried out via 10,000 individual interviews and 40 group discussions in 10 countries, concludes that marketers who do not establish their brands in the New Wave generation will endanger their future markets.

"Brand loyalties are developed in teenage years now," it

says. "For these young people, brands are used as badges; as ways of demonstrating individual identity."

In contrast with their predecessors who, a decade ago, wanted "happiness" and "fulfilment", Europe's young people today wanted "personal success". This meant getting a good job, getting a foot on the ladder, "making it on your own terms".

The young were not uncaring - but vague altruism interested them less than practical action. Money was important to them, not as an end in itself but as a doorway to consumption.

"They have been brought up to consume goods and services. Consumption demonstrates that they, as individuals, have value. Acquisition of things has become a rather casual affair... to do with want rather than need. They acquire in order to display."

"So it is quite natural for them to make their durables disposable. They swap and

share goods. For them, consumer goods are a kind of currency... a means of buying a reputation.

"Young people are exceptionally brand-aware. They buy and display brands to express a personal, individual sense of style and self-expression."

The New Wave's lifestyle, the study suggests, is a never-ending mix and match. "Anything goes... so long as it fits the code. And what goes today may have gone by tomorrow."

All this would pose problems for marketers who had previously focused on consistency to build brand values, the study suggests. "Saying something current (and therefore relevant and interesting) may be more important than being consistent. This means more frequent new campaigns and more ads per campaign; and a sea-change in our philosophy of branding."

Creative instinct or intuition would become more important in advertising. Product benefits

were likely to take a back seat to style, mood and wit. The appeal was more likely to be successful if understated and subtle - a picture would be worth at least ten words.

But while the young people of Europe had, in many respects, become more homogeneous, the study found there were still significant national variations in attitude and behaviour.

British youth was more interested with the outward trappings of success and less concerned with inner values than other nationalities. It was more traditional, conservative and tough-minded.

The French were also concerned about their own success, but were more relaxed than 10 years ago in their moral attitudes. They were health-conscious; and the least likely of all young Europeans to like "junk food".

Greek youngsters showed much anxiety about the future, probably because of economic troubles and relations with



Turkey.

The Finns were the least anxious of all Europeans. Their concern for the future centred on self-development and such values as peace of mind. They were also the most advanced in terms of equality between the sexes.

The sex war, by contrast, still persisted in Italy. The Italians were the most anxious of all young Europeans about the future as they were confronted for the first time with a decline in authority of church, government and parents.

Dutch youngsters saw them-

selves as a bit lazy or spoilt but also as honest, active, open and modern.

Young Germans expressed more caring and "green" values than other Europeans. They were more concerned about making friends and developing close relationships - part of a trend, shared by the Swedes, for instance, towards more open and easy attitudes all round.

Employment was highly rated as a life ideal in Sweden - having friends, having fun, sport. There was less anxiety about such problems as jobs,

money and leaving home; and little tolerance for unemployment or for anti-authoritarian, rebellious attitudes. Sex equality was well established.

Norwegians were the most conservation-minded; and the most worried about natural catastrophes and nuclear threats.

In Spain, the rebelliousness and protest evident after the death of Franco, had subsided. Extreme emotion had given way to a consistent and more traditional set of attitudes.

The New Generation, McCann-Erickson, £25

## The Oxo mum lives on... but

Advertising and marketing executives seeking women into leisure markets in the next decade need to consider a fresh approach without clinging on to the stereotypes of the past.

The Henley Centre for Forecasting suggests this in its latest review of the leisure industries. "Women are an undeveloped segment of the leisure market and one offering significant opportunities to the industry in the 1990s," it says. Industry points out that while women's lives are undoubtedly changing, "companies must beware of replacing old-fashioned stereotypes with new but equally unreal ones."

The key factor emerging from its analysis of women in the 1990s, it says, is that women's lives are increasingly diverse. "They do appear to retain the traditional, more conservative attitudes of the home but combine them with other values associated with their roles as employees and independent people."

Nevertheless, Henley argues that while the increasing affluence and confident spending decisions by women makes them a key consumer group, they will continue to be constrained by their lack of leisure time.

"The key challenge for leisure industry practitioners is to find ways of tapping the new-found discretionary spending power of the next generation of women while recognising that the one commodity which they have in short supply and therefore value most highly is time itself," says Henley.

In practical terms, therefore, it believes that women will look increasingly for convenience in their leisure activities. This is likely to affect holiday patterns, with holidays which cater specifically to family needs being well supported, it says.

Henley's overall message to marketers, however, is simple: "The Oxo mum lives on, but she is more confident, busier and more aware of what she wants in life."

Leisure Futures: Henley Centre for Forecasting, 2 Tudor Street, Blackfriars, London EC4A 3DF. £875 a year.

Jennie Phipps is very serious about the value of exhibitions. As general manager of Marce, which is organising next week's Body Business Exhibition at Alexandra Palace, she has a £120,000 budget to promote an event aimed at encouraging trade buyers for a whole range of leisure and health equipment and services.

"Some exhibition organisers tend to take visitors for granted but we feel they are very valuable to us," she maintains.

Just how valuable they are has emerged from two new studies of the UK's exhibition industry published by the Exhibition Industry Federation, the body formed recently out of various trade associations to act as a co-ordinating force for the sector.

The survey - the most comprehensive ever undertaken by the industry - shows that last year British and overseas visitors to exhibitions held in the UK spent some £475m in total while attending the 651 main exhibitions held in the UK. This was roughly half the total expenditure of £1bn on exhibitions held in the UK when spending by

## Something to make an exhibition about

the exhibitors themselves is taken into account.

The figures, prepared by the EIF and the Centre for Leisure and Tourism Studies at the Polytechnic of North London, represent a major attempt by exhibition organisers to produce credible statistics about a marketing medium which has traditionally been chosen more by luck than judgment.

"We are now able to satisfy our most demanding clients," claims David Fasken, the EIF's chairman. "Now managing directors, marketing directors, and advertising agencies can measure the size and growth of our medium."

Exhibitions have been seen as the Cinderella of marketing support services for too long, so those in the industry believe. They feel that the economic buoyancy of the 1980s, combined with the claimed cost-effectiveness of exhibitions in comparison with other marketing methods as a means of reaching sales targets, has given the industry a new impor-

tance ahead of the 1990s.

The EIF's survey, for example, shows that the number of exhibitions last year at 651 was 39 per cent higher than the 467 which took place in 1984. At the same time visitor attendance has grown from 7m in 1984 to 9.5m last year.

The value of the new EIF research, however, lies in its analysis of who actually goes to exhibitions in the UK. Transport planners, hotel and catering operators, and exhibition venue owners have a clear need to know so that strategies can be planned accordingly.

Not surprisingly, the survey shows that British residents attending an exhibition only for a day make up the bulk (86.5 per cent) of visitors.

Yet because they are not staying overnight and incurring accommodation costs, domestic day visitors account for only £194m - or 40 per cent - of total visitor expenditure of £475m.

The day visitor will, on average,

spend £11.59 getting to and from an exhibition, £7.80 on meals and drinks, £2.80 on shopping, and £1.61 on entertainment.

Overnight (but still based in Britain) visitors to exhibitions accounted for some 12.5 per cent of the total - but represented almost a third of all visitor expenditure.

The £177.44 average spend for this type of visitor comprised £70 for accommodation, £49.99 for accommodation, and £35.15 for meals.

"The longer time spent at the exhibition location generates a far higher level of shopping and entertainment," the EIF points out. On average, this represented some £19.61 spent on shopping and £9.58 on entertainment.

But it is overseas visitors to exhibitions - who only account for 2 per cent of the total in volume - who spend a massive £539.69 per trip (excluding air fares) and account for some 28 per cent of all spending.

The survey found that £274 per

person was spent on accommodation by overseas visitors covering a shopping spree of £104, ahead of the £97 spent on meals and the £45 on entertainment. Local transport only cost on average £19.69, although the report points out that total average spending on fares amounted to £589 per person.

Analysis of the survey revealed, not surprisingly, that most Britons travelled to exhibitions by private car (twice as many as went by train). Overseas visitors, however, were more likely to use the bus or underground, followed by a hire car.

Both domestic and overseas visitors, however, clearly preferred medium-priced hotel accommodation to more expensive first-class hotels. But one in every five stayed with friends or relatives when visiting an exhibition.

Other trends identified by the survey include the fact that people spend very little inside exhibitions (especially trade fairs); some 55 per cent of visitors spent £5 or less last

year.

January and February are the most popular months for overseas visitors to come to Britain for an exhibition.

Most popular exhibitions last year were computers and office equipment, do-it-yourself, motors, and food, while consumer shows such as antiques and art as well as electronics and furnishings were on the way down.

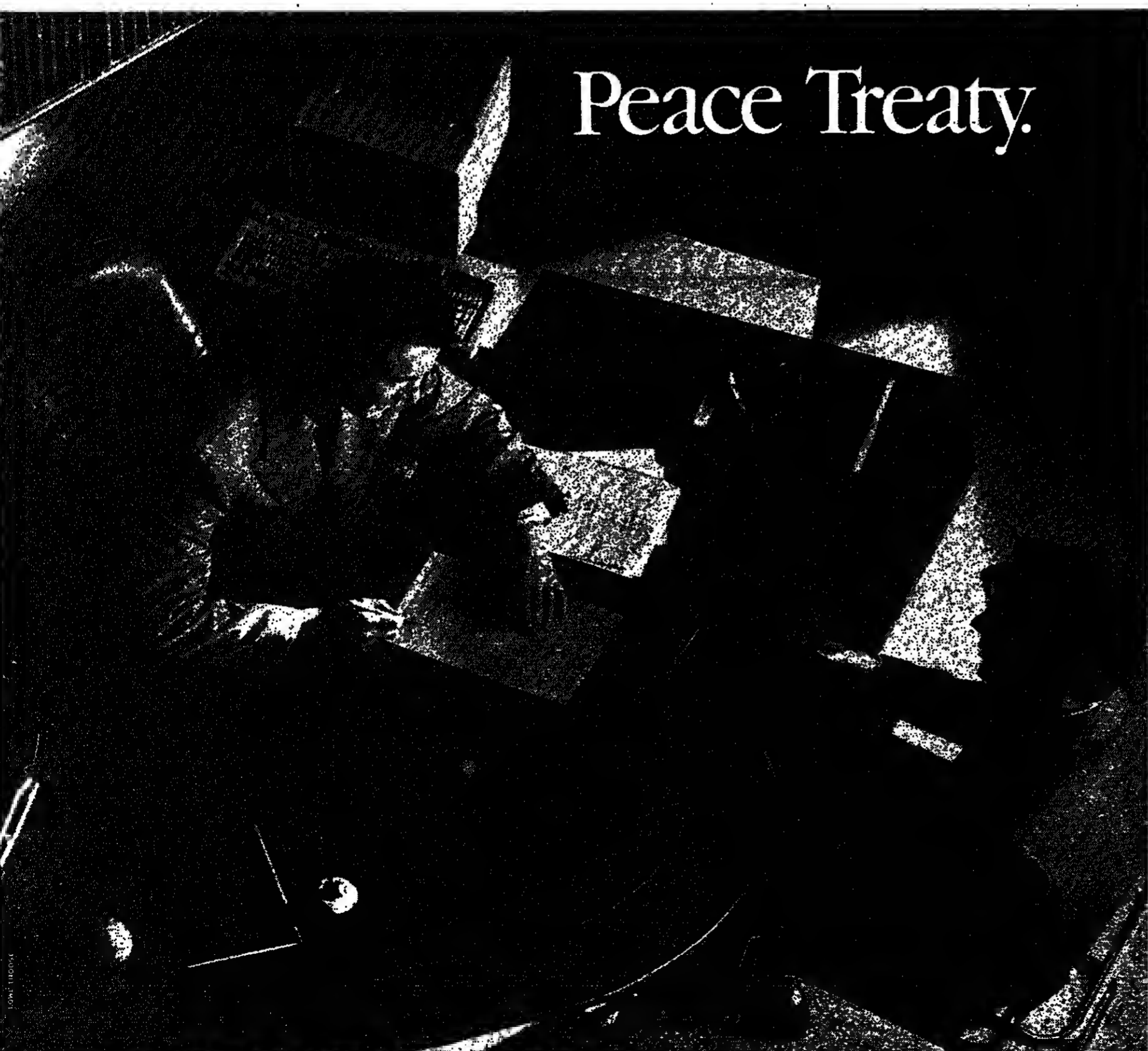
Ironically, the EIF's survey and analysis of the UK exhibition industry - the most comprehensive ever undertaken - has come at a time when the sector's main problem is that it is fast becoming a victim of its own success.

Michael Rusbridger, chief executive of Reed Exhibitions, which is the largest UK exhibition operator, says that the main problem is a lack of capacity.

"It's a sellers' market, with not enough space to go round," he maintains. "The biggest single need is for a major new exhibition facility in London. Until then, exhibitors will have to put up with smaller shows."

David Churchill

David Churchill



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## TECHNOLOGY

# The key to following the slippery trail of data towards 1992

Paul Abrahams reports on databases designed to inform business people about measures ushering in the single European market



The speed at which European Community bureaucracy works may be snail-like. But if you take your eyes off a snail for a short while, it can disappear all too easily.

Yet despite the slowness of developments in Brussels, it is becoming essential to keep track of the measures leading up to the single market after 1992.

By the end of last month, 117 of a total 279 Commission directives had been adopted. They affect everything from investment in new factories - because of changed rules on health and safety - to the need to adapt accounts software to deal with new VAT regulations.

However, despite the significance of these measures, businesses have considerable difficulty in keeping up to date with the information emanating from Brussels. Jennifer Shaw, manager of the London-based Centre for European Business Information, says that one problem is the sheer volume of data. Most businesses are only interested in a tiny proportion of the information - so ease of sifting is crucial.

One way to keep track of both the obligations and the opportunities created by preparations for 1992 is through electronic databases. These can be used to sort through the data to find legislation affecting a partic-

ular sector. There are problems associated with databases, however, and Shaw says that they are mostly used by professional researchers and other intermediaries, rather than by people involved directly in business.

The main difficulty is one of gaining access to the information. Shaw explains that the databases available from the European Commission were originally developed for internal use. This means that their design is often inappropriate for the business person.

For example, the two main databases that she uses, called Celex and Ted, have different command languages with different sets of key strokes to access information.

Ted (Tenders Electronic Daily) is quite easy to use, says Shaw. If she were trying to find out what information had been entered on to the database today, she would enter "F" for find, "PD=" for publication date and 890511 for today's date.

Celex, however, is more difficult. It is a legal database providing details about treaties and legislation, cases at the European Court of Justice, and proposals and resolutions of the European Parliament.

If a business were using Celex to search for changes to the laws governing the manufacture and marketing of scampi, for example, it

would need to know which of the 25 sections within the database to search. This requires considerable knowledge of how the Commission operates. It would be necessary to know whether the item might be found in, say, legislation, a directive decision or a parliamentary question.

Another difficulty associated with accessing information on Celex is the use of key words. In theory, a scampi manufacturer ought to be able to enter the word "scampi" to find out whether any of the legislation will affect the product. Unfortunately, this is not the case.

Shaw explains that with most European Commission databases, it is necessary to have some knowledge of the "Eurobable" used by the bureaucrats. She gives the example of one client searching for data about measures affecting car rental companies. Unable to find any references to the subject, he later discovered that he should have been using the word "auto-leasing".

Because of such problems there has been a move towards menu-based systems which are easier for the layman to use because options can be selected from a list on the screen. A number of databases have been supplied with glossaries of key words and entries have been translated into plain English.

Shaw says that although her organisation has access to about 15 databases from the European Commission, it only generally uses two - Celex and Ted - when serving the needs of small businesses.

Celex might be used, for example, to discover if there had been any legislation on the right of professionals to practise in various EC countries. It also offers information about possible future legislation and so is often used by lobby organisations in Brussels. Not least, it gives them advance warning of proposals so that they can prepare their case before the debate.

Ted provides information about requests for tenders for public contracts, mainly for construction, offered by the EC's 12 member states and most of the Gatt (General Agreement on Tariffs and Trade) countries.

Shaw explains that Ted is particularly useful because it is updated daily. Many of the deadlines for tenders are only eight weeks after official publication on hard copy - too short a period to put together a serious proposal. So the database also offers details about proposals before they are officially available.

Another database commonly used is Spearhead, offered by the UK Department of Trade and Industry and Profile Information, the elec-

tronic data service. Shaw says that this is one of the easier services to use and offers information about measures being discussed and proposed, as well as those adopted.

Mike Gardner, deputy managing director of Profile, part of Financial Times Business Information, says that if the database is used properly it can show the effect that legislation will have in many sectors.

He gives the example of one client in the drinks industry who found that he not only had to list contents and additives on the outside of bottles, with special syntax and vocabulary in letters of a particular size, but he also needed to use a special type of glue to keep the labels on.

Two databases supplying information about the opportunities provided by the single market are Euroloc and Aims. These services are offered by the European Policies Research Centre at Strathclyde University. Aims gives details about financial assistance available in the UK from the European Commission and the British Government.

Euroloc supplies similar information, but for the whole of the EC. Douglas Yuill, a director at the Strathclyde centre, explains that the service covers five main points:

- Is it available to the company looking for information?
- How much can the company get?
- What is the catch? Yuill says that few businessmen believe in free lunches.

- Where can further information be obtained?

However, despite the increasing number of services available and attempts to make them more user-friendly, not all of those involved in the industry are convinced that electronic databases are useful to the generalist.

"Many of these services only offer a first cut. In the wrong hands they can be positively misleading," says Michael Clarke, a consultant at C&I Belmont, a division of Coopers & Lybrand International. "You need to know a lot about both the company and the legislation to make a sensible search and avoid getting the wrong end of the stick."

Although a few of the databases appear easy enough for business people to use directly - for example, both Euroloc and a service called Info 92, due to be launched this summer by the Commission, use menus - it seems that if the company has to sift through a variety of databases, it is best to use intermediaries to do the searches. Otherwise the snails in Brussels could start spotting the scampi.

## Call for more money to back ferrets in UK defence labs

Defence Technology Enterprises, the City venture which has been infiltrating "ferrets" into Britain's defence research establishments to find inventions that might be turned into commercial products, is seeking new investors.

DTE believes that it has discovered some promising ideas, such as the all-purpose family of laser sensors invented by the Royal Signals and Radar Establishment, Malvern, for which it has already signed eight commercial licence agreements. The laboratory has developed prototypes of sensors that can detect gases and measure the size of aerosol particles, for example. They can also be used to follow the behaviour of a complex fluid, such as the fermentation process in a bio-reactor.

Sir Francis Tombs, chairman of the Government's Advisory Council on Science and Technology, introducing a study of

UK defence research and development last week, drew attention to DTE's success.

The three-year-old company has welcomed UK Government plans to create a Defence Research Agency in 1991, giving its defence laboratories greater freedom to seek research contracts outside the defence sector. But DTE has found that more time and money must be spent on military inventions than its backers expected to turn them into saleable civilian products.

Some of the nine City investment houses which pooled venture capital to set up DTE in 1985 are no longer dealing in venture capital. Also, the company is broadening its interest in technology transfer beyond the defence sector, says Bernard Herdan, the chief executive. Outlining the new five-year plan, he said that it would become "an extremely profitable operation."

DTE is the brainchild of a

group of British investment houses led by Lazard Brothers. The aim is that it should act as a vehicle for the profitable transfer of defence technology into the civil sector. Its chairman is Mark Burrell, formerly of Lazard's and now a director of the Pearson group.

The company has placed its employees within four defence research establishments to ferret out inventions which have commercial potential. In principle, it has access to all of the MOD's research and development, except that of the Atomic Weapons Establishment, Aldermaston.

Its ferrets have compiled a portfolio of 500 promising inventions and the company is marketing 60 of them.

But DTE must become more than a technology broker, Herdan believes. It must be prepared to spend its own money on the military ideas, for example, to develop a demonstration that is credible to non-military

manufacturers.

In addition to the ferrets, DTE has begun to second researchers to MoD laboratories to help in the transfer of ideas to the civil sector. At the same time, UK defence companies have begun to invite DTE staff into their laboratories.

The company, based at Milton Keynes, has a team of 30, mainly technically qualified, people and a turnover of £750,000. Its investors have put in £1.8m.

It has negotiated about 40 licences, for which the licensees estimate that they will pay royalties to DTE of about £7.5m over the next eight years. A further 20 agreements, with the potential for earning another £16m over the same period, are being negotiated.

Herdan forecasts a £10m turnover for DTE within five years. But he is seeking another £2m of venture capital to develop more of the ideas found by the ferrets.

Talking of the company's appeal to investors, he points out that Lazard has retained it to co-manage the Lazard Defence Fund, which specialises in providing venture capital to unquoted companies that are seeking new defence ventures. The fund has about \$4.5m invested.

DTE, although launched with Government backing, has been given no guarantee of support from the proposed Defence Research Agency. But Herdan is confident that the new agency will co-operate.

He cites, for example, the "technological maps" compiled by his ferrets to pinpoint pockets of expertise in four defence laboratories embracing 12,500 staff and a total budget of about £360m a year.

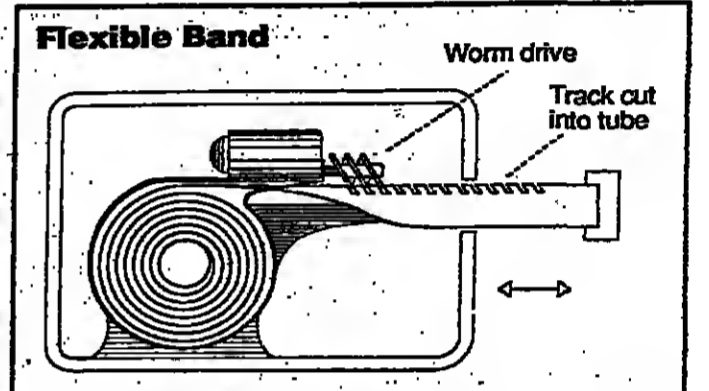
He sees the proposed agency as a mechanism for focusing Britain's defence research objectives more sharply on needs and returns, rather than on scientific challenges.

ONE IDEA which excites DTE owes nothing to ferrets and defence research. Two years ago an inventor in the company's home town of Milton Keynes invited it to exploit his patented idea for a composite material that can transform itself instantly - and reversibly - from roll into tube.

Colloquially known as the "collapsible conduit", the product's - and the eponymous - company's - formal name is Flexible Band. It is a material which can be rolled up flat like a tape measure but uncoils to form a tube. Paul Foster, responsible for marketing it, says that a kilogram coil could, for example, be unfurled at the bottom of a mine to form conduits for cables or ducats for ventilating mine gas.

"Tent makers are showing an interest in using the band to make compact poles," says Foster. Put a mechanical drive on the coil and you might use it

to shoot a camera forward, as far as 30 ft. in response to a security alarm.



prevent rapid buckling, as happens with a flexible tape measure. Foster claims the composite can be seven times as strong as the alloy, yet it can be cut easily with scissors.

It is inherently inexpensive because so little metal is used. British Steel is interested in making it still cheaper by substituting a cold-rolled steel of the kind used in flexible tape measures.

The fabric and glass serve to even out local stresses and

David Fishlock

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ARTS

CINEMA

Survival instincts

The delayed-action thawing process known as glasnost is reminiscent of those days when we defrost the fridge. We unplug the machine and go into another room.

In like fashion "lost" Soviet masterworks are still appearing long after we thought we had had the lot. From the unplugged fridge of Russian cinema, please now welcome Aleksandr Askoldov's 'The Commissar'.

THE COMMISSAR

Aleksandr Askoldov

THE NAVIGATOR

Vincent Ward

GHOSTS OF THE CIVIL DEAD

John Hillcoat

A TIME OF DESTINY

Gregory Nava

HER ALIBI

Bruce Beresford

TREE OF HANDS

Giles Foster

Askoldov's only film, is its confident mixing of styles: it blends not just comedy and pathos, domestic minutiae and historical sweep.

We have long known that, due to geographical circumstances, people in the Antipodes walk upside down. Now two fascinating films from Down Under suggest their cinema is doing the same.

grims flee the Black Death. Shouting runic utterances ("The evil keeps striding forward with each moon"), they discovered a hole leading to the other side of the Earth.

Ward's film is what Hollywood would call "high-concept." It has a catchy, even brilliant central idea: but little around that idea measures up to it.

This is a prison movie with no hero, no "plot," no sealed-and-signed message. But it is awfully powerful and worth the hearing and heeding.

The week's other films you may pray to encounter on a long-haul air flight. They should ensure a few lightheaded giggles followed by prolonged unconsciousness.

In A Time Of Destiny, written and directed by Gregory Nava (of El Norte), we are asked to swallow the idea of William Hurt as the vengeful son of Basque-American peasants.



Nomna Morunkova in 'The Commissar'

phosphoric shaft of light? Has the young psychotic who screams round-the-clock obscenities been seen in as a provocateur by those in power?

The week's other films you may pray to encounter on a long-haul air flight. They should ensure a few lightheaded giggles followed by prolonged unconsciousness.

In A Time Of Destiny, written and directed by Gregory Nava (of El Norte), we are asked to swallow the idea of William Hurt as the vengeful son of Basque-American peasants.

So he fights alongside Mr Hinton during WW2; he almost kills him under cover of enemy

fire; but finally he has a showdown with him back in the US in the bell-tower of a Spanish mission. (Production designer, Henry Bumstead of Vertigo.)

The week's other films you may pray to encounter on a long-haul air flight. They should ensure a few lightheaded giggles followed by prolonged unconsciousness.

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So he fights alongside Mr Hinton during WW2; he almost kills him under cover of enemy

Boris Godunov

GRAND THEATRE, LEEDS

The version of Boris chosen by Opera North for their tenth anniversary season at the Grand Theatre Leeds is the first, of 1889, in seven scenes - a taut, concentrated drama innocent of any "operatic" padding.

admirable aspects of an evening of distinguished music-making. The combination of this austere drama and a director of Ian Judge's proven theatrical flair paid off handsomely.

John Tomlinson sang the title role. Worries about his comparatively narrow dynamic range (forte to double fortissimo) and limited tone-colour mattered less here than in some other roles he under-

takes: he sang Boris quite magnificently, with a freedom at the top that hodes well for his first Wanderer at Bayreuth later in the year.

Ha was ideally matched with Kim Begley's directly onesto Shuisky (their scene together was brilliantly directed by Mr Judge), and there was further strong support from Edmund Barham (Grigory), who made the most of his curtailed role with heroic singing and equally wild-eyed demeanour.

A Boris to catch then, in Leeds, Hull, Nottingham, Manchester, or indeed Dortmund later in the month. It is very good indeed.

Rodney Milnes

A Room of One's Own

HAMPSTEAD THEATRE

Virginia Woolf wrote at least one play, Freshwater. It was privately performed in her lifetime at Charleston, and has since been put on in both English and French.



Eileen Atkins

The play is a mystery novel which helps a beautiful, RGB-chased Romanian (Paulina Porcino). On screen lots of arithmetic plot-twists and knock-about set-pieces (including a clown-party climax) in the cinema, lots of anxious glances at the exit door.

The play is a mystery novel which helps a beautiful, RGB-chased Romanian (Paulina Porcino). On screen lots of arithmetic plot-twists and knock-about set-pieces (including a clown-party climax) in the cinema, lots of anxious glances at the exit door.

Widely, no attempt is made to imitate the Bloomsbury voice: but Atkins has powerful resources of her own which she summons resonantly to her task. Some features though she

Nigel Andrews

Coriolanus

YOUNG VIC

The Young Vic is a great arena if used properly. Alan Bennett's Dr. Stockmann here, comes another potent hero turned enemy of the people, Caius Marcus Coriolanus.

Many of us were waiting for the pleading scene at the gates of Rome between Volunnia and her turncoat son, here played by the real domestic double act of Redgrave and Rachel Kempson.

On second thoughts, though, "If I ruled the world" might be ruled by all about Redgrave's introspective political puppet, a very far cry from Ian McKellen's rhetorical, flesh-baring thing of war, never has the heart to come clean.

subtly unmatched elsewhere. He waxes a white panama hat. As Redgrave loses touch with the people he despises, he affects Napoleonic frock coats and long scarves. What I do not understand is how this Coriolanus could ever expect friendship to be a pass to political asylum.

Michael Coveney



Rachel Kempson and Corin Redgrave

Strasbourg Philharmonic

FESTIVAL HALL

The Strasbourg visitors' concert on Monday was a charity gala - not the kind of audience for whom the Amériques (1921) of the unregenerately original Edgar Varèse would fall like balm upon the ear.

amid the din one could perceive significant debts to Stravinsky's Le sacre, for example, which were somehow reassuring.

I should still have liked the ridiculous violin serenade in the last movement to be gonged off (at both attempts) by a ruder tambourine - Debussy surely intended that cartoon-touch. In Berlioz's early cantata La Mort de Cléopâtre, the Strasbourg strings were earnest where Colin Davis and others have proved that a jaggedly nervy attack strikes nearer the bone, but Sarah Walker enacted the dramatic heroine in high style.

David Murray

ARTS GUIDE

May 5-11

EXHIBITIONS

London

The Royal Academy, The Royal Treasures of Sweden 1650-1950. An exhibition that sounds somewhat dry and daunting but is in fact a wonderful spread of riches, beautifully presented.

Musée des Arts Décoratifs. The intimate world of Alexander Calder, some 300 works, most of them gifts to family and friends and, as such, exhibited for the first time, show the inventiveness and sense of humour of the sculptor. Ends May 21. Closed Mon and Tue. (45938214).

Paris

Grand Palais. The French Revolution to Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Over a thousand paintings, sculptures, engravings, objects d'art and everyday objects lent by 15 countries traces the pre-revolutionary splendour of European courts and the aristocracy as opposed to the laborious life of the peasants. Closed Tue. Late opening night Wed. Ends June 26. (4289410).

The Louvre. Les donateurs du Louvre. Aply, the newly refurbished museum inaugurates the 1,200 square metres of space created underground for temporary exhibitions by expressing gratitude for the generosity of donors throughout its existence. What would the Louvre be without Rembrandt's Beethseboe, Goya's Maurice de Solana or without the otalesque in the Turkish Bath by Ingres? Ends August 21. Entry through the Pyramid. Hall Napoleon, Niveau Accueil. Centre Georges Pompidou. Tves (733 9610).

Berlin

Fritz Koenig. 35 sculptures worked in iron. 70 script pictures and 80 drawings by the German artist Fritz Koenig. Until May 1. Akademie der Künste, Hansastraße 13. (289-1955).

Frankfurt

Kunstmesse, Ludwig Erhard-Anlage 1 (Messegelände). Frankfurt's first international art fair from April 21 to 28 will be presented in Hainak John's newly built hall No 1 with 205 separate galleries on two floors of the impressive building.

Cologne

Bildertreff, Rheinhalten der Kölner Messe, Messegelände, Deutz. The two organisers Johannes Gachang and Siegfried's dal Goh, present "contradictions and contrasts as the essential source for the debate about contemporary art". Ends July 2.

Vienna

Museum for Applied Arts. Austria's rebellious artists of the 1960s have their own exhibition here entitled, Aktionsmalerei-Aktionismus, Wien 1960-1965. Ends May 15. Secession. Exhibitions by Johann Jascha, an Austrian artist and Cindy Sherman, the American

Rome

Accademia di Spagna. The Miró of Miró. More than 100 works by Joan Miró, including ceramics, drawings and watercolours and oils. Until June 4.

Venice

Palazzo Grassi, Italian Art. 1900-1945. A much-amplified exhibition covering a briefer period than did the recent show at the Royal Academy in London, organised again by German Colant, with the director of Palazzo Grassi, Pontus Hulten. Ends Nov.

New York

Whitney Museum. The 68th in the long series of Annuals and Biennales features a large group of lesser-known artists among the 80 represented on three floors of galleries. Ends July 9.

Tokyo

Rikcar Museum. 120 years of Japanese Landscape. Ranging from traditional woodblock prints to oils, this small but representative exhibition traces the changing feelings towards landscape in Japan in the modern era.



BUT WHAT ABOUT CHILDREN NOT IN NEED?

Happily, many children today have made their way in the world so well that they neither need nor even want to benefit from family legacies. And to their fortunate parents we would like to say this: Should you decide to bequeath only part of your estate to your children, and would like to find an outstandingly worthy beneficiary for the residue, please consider helping the work of the DGAA.

For over ninety years the DGAA has been caring for the special needs of kindly, educated people (very much, perhaps, like you) - gentle people to whom life has been less than gentle, often leaving them bereaved, destitute, frightened and alone.

At first, helping such folk to "grow old with dignity" means helping to sustain them in modest comfort in their own homes... and later, if need be, with professional care in one of our 13 Residential or Nursing Homes, where the companionship and conversation of others like themselves can bring real warmth and pleasure.

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ECONOMIC VIEWPOINT

A realistic target for price stability

By Samuel Brittan

Perhaps the kindest explanation of the Prime Minister's failure to give the Chancellor support over taking mortgage interest rates out of the inflation index is that she hopes to benefit from a distortion the other way round by the time of the next election. For just as the mortgage interest rate distortions can boost the apparent inflation rate, they can bring it down. (The distortions have been avoided in the chart by plotting the consumer expenditure deflator).

The mortgage interest distortions come on top of upward and downward blips in the underlying rate itself. So it is quite possible that the Government will go into the next election with a published year-on-year Retail Prices Index increase of 3 per cent or even 2½ per cent, while anyone following what is really going on will know that the true long-term path is 5 or 6 per cent.

Apart from playing such games, has the Government any real interest in trying to reduce the inflation trend further by the next election? The truth lies somewhere between the Government's affirmation of its commitment to zero inflation and the more cynical view that it will be glad to stabilise it around 5 per cent. How seriously the Government will try to reduce inflation will depend on the cost of so doing. Zero inflation at all costs is not an election-winning formula.

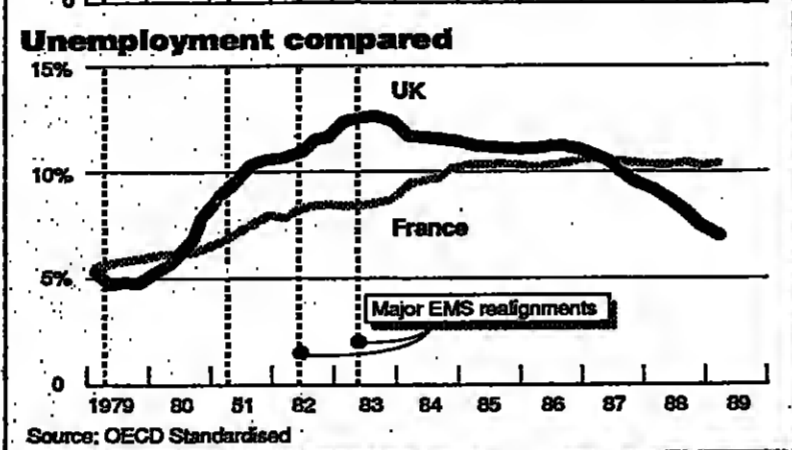
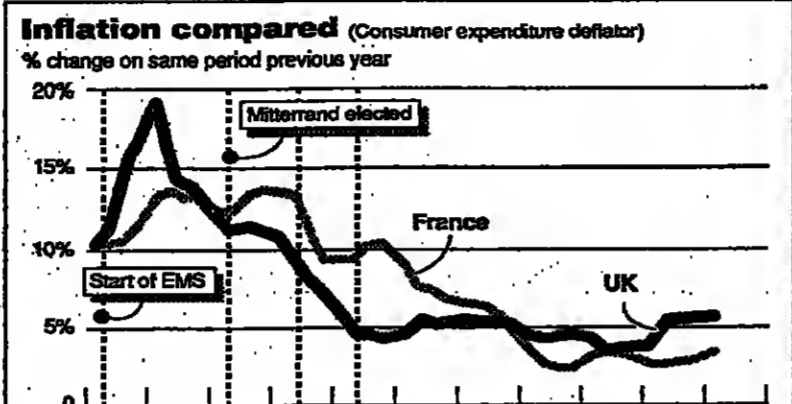
Somewhere in between the impossible dream of literally zero inflation and the current cynicism, there exists a more realistic alternative. That is zero inflation in the prices of internationally traded products. It provides a feasible objective, much better than is being achieved at present.

Chancellor's inaugurated his short-lived DM policy - an earlier history quite forgotten by those who delight in bad-mouthing the episode. The arithmetic of the suggested price target is not so difficult so long as one avoids a doctrinal dispute on whether wages cause inflation. Rapidly rising wages are an aspect of inflation - which will not be reduced unless wage rises come down at the end of the day.

In the Budget Red Book, the Treasury estimated the long-run trend of inflation in manufacturing at just over 5 per cent per annum. This is not identical with the internationally traded sector, but is reasonably close. If the long term price trend in this sector is to be zero, then pay per head will also not be able to rise by more than around 5 per cent.

For the whole economy the Treasury estimates a much lower productivity trend of 2½ per cent per annum. Thus if pay per head in the whole economy also rises by 5 per cent, the average inflation rate will fluctuate at around 2½ per cent. If the official figures underestimate true productivity gains, then the inflation target might be achievable with 6 per cent pay increases. On the other hand it is very easy to imagine a whole series of add-ons to prices to cover items such as anti-pollution devices and environmental improvements which would tend to push the inflation rate up from 2½ per cent. So all in all pay increases of 5 to 6 per cent are about the highest consistent with the objective.

An inflation rate of 2 or 3 per cent has the advantage over one of literally zero that it allows relative changes in the prices of different products without the need for falling prices - so-called deflation - in wide sectors of the economy. But no one would wish to live with an inflation rate of 2 or 3 per cent inflation instead of zero. For she will be extremely lucky to get from the present underlying 6 or 6 per cent to anything remotely as low, except fleetingly as explained at the beginning of this article.



Source: OECD Standardised

There are numerous forces at work which could push pay rises even higher. Although union leaders may cite so-called 8 per cent inflation, the impetus is coming from a very tight labour market, that is from the demand side. It cannot be a coincidence that after nearly a decade pay claims and industrial action are now occurring throughout the whole public sector from bus and rail workers to power workers and broadcasters. This comes after a period of very rapidly falling unemployment. Nevertheless, unemployment is still not far below 2 million or 6½ per cent (we shall know the latest details today). It is sad that this level could be below the NAIRU, the unemployment rate consistent with non-accelerating inflation. That would mean the actual unemployment rate would have to move back upwards.

I hope no one will say that I am arguing against relative pay shifts in favour of skills or areas where workers are in short supply. But a labour market where relative shifts take the form of additions over and above the going increase of 9 per cent is in a highly stretched condition. One has, of course, to allow for the normal lags before cooling off in the goods market affects the labour market. Even so there is no assurance that the present level of output and activity is compatible with stable inflation at around 5 per cent, let alone a lower rate. How could one go further and actually drop to 5 or 6 per cent? Except for short-lived pay pauses

LOMBARD Time to speak out on trade

By Peter Montagnon

To Mr Frank Wolter, General Agreement on Tariffs and Trade, Geneva. Dear Mr Wolter, First of all, congratulations on your appointment as head of the new trade policies review division of the General Agreement on Tariffs and Trade. It is, of course, good to see that Gatt has chosen one of its own economists for this important job. For the rest of us, it is also reassuring that the task should have fallen to someone with the reputation for liberal and independent thinking which you acquired during your earlier period at the Kiel Institute for World Economics.

The main purpose of writing this open letter is, however, to urge you to be tough in your new task, which is to scrutinise the trade policies of individual countries. Gatt has never done this before. A lot rides on the result, both for the institution itself and for the broader health of the trading system. Your counterparts in the World Bank sometimes boast that they have done more than the Gatt ever has to liberalise trade in developing countries. And they are right. Almost all World Bank economic adjustment programmes have trade liberalisation as a central plank, but then the World Bank has the means of enforcing this approach because it brings offers of much-needed cash.

Neither the World Bank nor even the International Monetary Fund has ever succeeded in applying the same discipline to industrial countries which do not borrow. Yet protectionism in these countries costs the developing world almost twice what it receives in aid. Gatt's new country monitoring scheme offers a chance to redress this balance. It will not work by financial carrot but through peer pressure. Your reports will both be published and discussed in Gatt's Council, whose deliberations, though formally private, usually leak into the public domain. As long as you are fearless, you will be able to expose malpractices in trade policy which are legion in the industrial world, and thereby shame their perpetrators into calling a halt. Do not imagine that this will be an easy goal. Whipped voices here and there already say that the US, which is to be the object of your first report at the end of the year, is determined to be treated with kid gloves. Your task must be to ensure that this does not happen. It would be easy to gloss over last year's US Trade Act which prima facie is not in contravention of the Gatt. Similarly, when you later come to examine the European Community, you could just shrug your shoulders on the view that its anti-dumping policy - which mercifully seems to have lost much of its sting recently - does not actually break the rules. You have to make a judgment about whether the economic as well as trade policy behaviour of countries you examine is compatible with a healthy multilateral trading system and denounce it ruthlessly when it is not. If you succeed, you will get little thanks (except perhaps from writers on newspapers such as this), but the world at large will still be in your debt. Gatt has always shied away from controversy because its primary role is the impartial one of adjudicating disputes among its members. That is one reason why it has also always been a weak institution. Now, as part of the Uruguay Round of trade liberalisation talks, it has a tougher, more rigid and more automatic dispute settlement procedure. With this in place it can afford to enhance its clout by being more outspoken about policies of which it disapproves. But if you funk this chance, things will be even worse than before. Governments will know they have nothing to fear from Gatt, and the purported champion of the multilateral trading system will have little left to dispense apart from hollow disillusion. Yours etc.

LETTERS

Old generators could carry the load

From Mr John Lyons Sir, It is difficult to understand how Mr Michael Spicer, arrives at his view (Letters, May 3) that when electricity supply is privatised existing generators "will not be able to charge more than the prices offered by new entrants."

It is now clearly established that new entrants will understandably demand, and will get, "take or pay" contracts: that the price of electricity will depend on payments to genera-

tors determined by contracts with the distribution companies lasting for several years, and that the existing generators will be required to supply the bulk of the country's generation for at least the next decade, if not longer. It will always be the case that "existing generators" - that is, those with three-year, five-year, 10-year or even 15-year contracts - will be the only ones able to supply the bulk of the generation required

Less is best

From Sir Anthony Touche Sir, There are plausible arguments against pre-emptive rights. Raising more often a lesser amount of equity avoids the damage to the share price caused by an inelegant rights issue which, to justify its price, needs to raise a significant amount of cash compared with the value of the outstanding equity.

Furthermore, institutions not only get underwriting but can add to their holdings at a time when the share price is depressed by the rights issue. The private shareholder might not be able to take up his rights, thus effectively selling part of his holding at the depressed price. Perhaps pre-emptive rights benefit institutional shareholders at the expense of the private shareholder and prevent issues that are little, yet easily digested. A.G. Touche, Touche Bemann Mermaid House, 3 Puddle Dock, ECA

Managers must lead the way

From Ms Catherine Griffiths Sir, Your article ("Civil Service managers' need for better information systems" May 2) raises the question of whether better information systems will necessarily guarantee effective managers. In theory they should, but it is the calibre of the managers that will always determine the effectiveness of any information system and not the other way around.

It has consistently been shown that only when managers have a clear appreciation of what information is needed, can an effective information system be developed. For this to occur there needs to be a thorough review of the underlying processes involved in the organisations or departments concerned. In most cases this is linked to a need to introduce

some form of restructuring of the lines of communication within the organisation, a redefinition of job responsibilities and a need to ensure that historically collected but irrelevant data is cut out. While the current systems may be of "little continuing value for the purposes of top management information systems," improvements will only result from a thorough analysis of the value of current practices within government departments. Only when this has occurred will "new monitoring techniques and systems of evaluation" be required. Catherine Griffiths, Kohler Unit, Department of Computing, Imperial College, 180 Queen's Gate, SW7

Great interest

From Mr Joe Durkan Sir, Your report (April 21) on the increase in the discount rate in West Germany describes a process of monetary policy formulation that defies belief. That process suggests the mechanism to reduce interest rates in West Germany is to let central bankers hear that firms will absorb higher costs out of profits. Can this be serious? It would be of some interest to know how great the contribution to the reduction in economic imbalances between US and West Germany will be, following this interest rate rise. I have great difficulty in seeing it as other than trivial. Joe Durkan, 127 Templeogue Road, Terenure, Dublin 6

On the road

From Mr Andrew Tylecote Sir, The case for electronic road pricing is even stronger than your leader ("The cost of a journey" May 8) suggests. Economists of all stripes agree that it is desirable, and difficult, to find taxes which raise revenue without seriously distorting economic activity. Road pricing used as a congestion - and pollution - tax would raise revenue by putting right such a distortion. The higher the charge needed to "decongest" a London street, the more revenue would be raised.

The cost of road pricing to the motorist is not to be compared with the cost of congestion, for the latter is a real cost, the former would be cancelled out by cuts in, say, income taxation. The civil liberties objection is overdone. The police computer would record the journeys of vehicles, not of persons. And the electronic surveillance would diminish "auto-crime" of all kinds - speeding, care theft, abduction. The public might not like the prospect of road pricing, but they would love it once they had it. Andrew Tylecote, School of Management and Economic Studies, University of Sheffield

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FINANCIAL TIMES

Thursday May 11 1989

TRY CONSTRUCTION GROUP Built-in Quality Uxbridge (0895 51222)

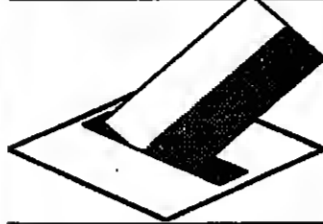
Abortion time-bomb ticks away in Poland Christopher Bobinski reports on a key issue in the country's election campaign

POLAND'S LIBERAL abortion laws and attempts to overturn them are emerging as potentially one of the most divisive issues in the country's unprecedented parliamentary election campaign...



Lech Walesa, leader of Solidarity, after receiving the Human Rights prize from the Council of Europe in Strasbourg yesterday

Polish elections



This is the first in a series of articles which will appear on the European news pages ahead of the Polish election to be contested on June 4

Both sides of the political establishment know that, were the issue to be allowed to get out of control, it could even threaten the present political alignment in which Solidarity, backed by the Church, faces the authorities in an uneasy balance.

It is also a debate which provides a fascinating glimpse of the future divisions in a post-Communist, post-Solidarity Poland. And it highlights the considerable problems women face, and could conceivably provide a trigger for a women's rights movement extending beyond its traditional constituency of the intelligentsia to the shop floor.

Last Saturday, hundreds marched in Warsaw in protest against a move by some 76 members of the European Commission, backed by the Roman Catholic Church to repeal laws passed in 1956. These, in effect, provide abortion on demand and would be replaced by a total ban and three years in prison for women convicted of having an abortion, as well as for the doctor conducting the operation.

Estimates on the number of abortions carried out each year vary from 400,000 to more than 1m, and the scale makes it clear that it is mostly a form of birth control. Supply of contraceptives, moreover, is erratic and the Church's opposition to anything but the natural forms of birth control explains low usage.

stuck to their guns but conceded that prison terms for women breaking the law could be debated. Outside parliament, about 100 demonstrators picketed the building. Like Saturday's demonstration, it was a motley crowd, comprising a handful of extreme left-wingers, some fractious unofficial Socialist party members, university students and plain liberal free-thinkers, whose instinctive loyalty in the past had been for Solidarity.

One such demonstrator carried a placard bearing the message: "Down with Both the Red and the Black Dictatorship." And for the first time for many years, Warsaw heard anti-clerical slogans chanted in good faith, as the march went past the residence of Cardinal Jozef Glemp, leader of the Roman Catholic Church in Poland. There were also representatives from the official Women's League led by Bydgoszcz, a group of women who had organised themselves just

around this issue. "We were in Solidarity and active in the underground, too," said Ms Joanna Buszkowska, from the group, "but on this they are too much in the hands of the Church."

They boasted that in two hours they had collected 200 signatures from women in the local Telfa electronics factory on a petition against the repeal. This tends to confirm the experience of a woman's weekly newspaper, which has had letters from women in the cities uniformly against repeal, while those in the countryside oppose abortion. Supporters of repeal also come from the groups which will populate the right wing of Poland's future political spectrum. Some 10 days ago roughly the same number demonstrated in Warsaw to have the ban imposed as marched in the pro-abortion demonstration. They ranged from the liberal elements, but not the movement, the votes of women in the cities.

On the other hand, a clear pro-abortion stance would not only induce gains of consent for Solidarity's liberal elements, but also the movement, the votes of women in the cities.

ditions, others professing allegiance to Christian Democrats. For these marchers and their supporters, also collecting signatures on mass petitions mostly in churches, the 1956 law, apart from the moral and medical arguments put forward by the Church, was a rallying point to insist on depopulating the country, thus weakening "the nation."

Roman Catholic Church support for the proposed ban on abortion is, of course, the key. For a few years now, the Church has managed to occupy a position between Solidarity and the authorities, helping both sides to reach last month's round-table accord, which brought Solidarity back to the political scene. Now the Church is well-placed to ask both to support its position on abortion.

The Government is also afraid of arousing the Church's ire in the run-up to the election. As for Solidarity, Mr Lech Walesa, when asked about abortion after a meeting last week with Cardinal Glemp, said: "Something must be done. We must stop murdering each other. I was a fourth child; I wouldn't have stood a chance."

which justify the response. Whether BAA gets away with its proposed charges does not matter; if there is any question of the MMC becoming involved, the freedom of the company has over its concession. Arguably, BAA got off too lightly when it was privatised two years ago, with no attempt made to break it up, and with price regulation applied only to revenue per passenger. Now that the Government has apparently changed its priorities to give consumers of industry margins, to offset inflationary pressures at a time when the economy is slowing down. However, the message for the corporate sector is less clear-cut since it means that UK corporate profit growth has been surprisingly robust during a period when increased margins have become less important. Indeed, worries about the outlook for corporate profitability have been based partly on the assumption that UK industry cannot sustain these sorts of profit levels. If profit margins are not as high as first thought, then such fears may be overdone.

As for the Bank's analysis of trends in sectoral profit margins, the continuing weakness in the retailing sector, comes as no surprise. More puzzling is the wide disparity between the Bank's figures and aggregate company data which point to steadily widening retailing margins over the past decade.

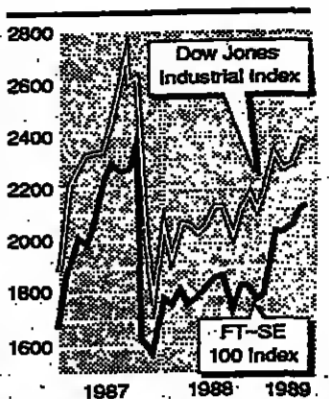
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A narrow view of margins

The heavy oversubscription of the \$1bn privatisation of Spain's Repsol and the increase in the size of a \$350m convertible for Ladbrokes yesterday are reasonably confident signals. But the bullish tone in international markets could easily be jeopardised by any further rise in continental interest rates and/or the US dollar.



Profit margins

Is the Bank of England's discovery that profit margin growth in manufacturing industry may have been less rapid than suspected good or bad news for the equity market? The steady rise in margins since 1982 must be among the longest periods of profit improvement in UK history and is one of the primary reasons why the FT-SE All-Share Index has more than trebled over the period. However, an article in today's Bank of England quarterly bulletin argues that margins are not yet back to the peak levels of the early 1970s.

In terms of general economic policy management, this revelation is not particularly encouraging since it suggests that there is less fat in terms of industry margins, to offset inflationary pressures at a time when the economy is slowing down. However, the message for the corporate sector is less clear-cut since it means that UK corporate profit growth has been surprisingly robust during a period when increased margins have become less important. Indeed, worries about the outlook for corporate profitability have been based partly on the assumption that UK industry cannot sustain these sorts of profit levels. If profit margins are not as high as first thought, then such fears may be overdone.

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ises that every aspect of the business needs overhaul, and has plenty of good ideas; but as consumers are not interested in buying either furniture or carpets at the moment, progress is rather hard to measure. Unless interest rates start to come down quickly, the buyout continues to look a serious mistake. After an interest charge of almost £20m, the company may only make £10m this year, and even on the bold assumption of a 50 per cent rise in sales density and increased margins to 10 per cent, profits would still seem to be stuck around £20m. While a p/e of 15 is scarcely deserved, investors seem reluctant to realise a loss of over 50 per cent in less than a year. Maybe they hope that Sir Phil Harris, who has done rather nicely from the whole thing, will shortly decide to lock in his profit and buy it all back.

But Volkswagen cannot live forever in the best of all possible worlds. Profits will eventually lose the momentum provided by strong volume growth, and VW will then have to push margins up to levels more in keeping with the rest of Europe's volume car sector. For if VW made a pretty impressive amount of money in 1988, some of the other volume carmakers turned in an even more creditable performance. The recent reporting season showed the specialist carmakers in some considerable difficulty; but volume carmakers had a truly splendid 1988.

If VW can carry on the process of catching up the margins of its competitors - the company's pre-tax margins may only have been 3.6 per cent last year, but that certainly beats 2.1 per cent the year before - then VW could outshine its rivals once demand finally eases. But with VW on a prospective p/e of 6 1/2 times, compared with the sparkling Peugeot at a p/e of only 4, some of that is probably already in the price.

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Rafsanjani backtracks on threat to West

By Victor Mallet, Middle East Correspondent

HOJATOLSLAM Ali Akbar Hashemi Rafsanjani, the powerful speaker of parliament, yesterday backtracked on his recent suggestion that Palestinians should pursue a terrorist campaign against Westerners.

His comments in a sermon at Friday prayers last week outraged Western public opinion and drew fierce criticism from the US, the European Community and the Palestine Liberation Organisation, whose leadership has renounced terrorism in the search for peace.

Mr Rafsanjani was quoted by Tehran Radio yesterday as saying that he did not advocate

the killing of Westerners and his remarks had been misunderstood, although the relevant parts of his sermon - broadcast on the radio and monitored by the BBC - appear unambiguous.

"If for every single Palestinian martyred in Palestine today they execute five Americans or English or French people - outside Palestine, not inside - they (the Israelis) will not repeat such wrongdoings," he said to chanting supporters at the Friday meeting.

Mr Rafsanjani, long regarded as one of Iran's more pragmatic politicians, also advocated hijacking and the blow-

ing up of Western factories, and it was assumed that he was trying to affirm his radical credentials and strengthen his bid for the presidency ahead of elections later this year.

His climbdown yesterday suggests that his comments were intended for internal rather than international consumption. Iran needs to rebuild its economy after the eight-year war with Iraq, and the government is conscious of the need for foreign participation.

Iranian newspapers reported yesterday that Ayatollah Ruhollah Khomeini, the country's spiritual leader, had approved the principle of for-

eign borrowing to finance major projects, for example in steel production or power generation. In the meantime President Ali Khamenei is on a visit to China and North Korea, and Mr Rafsanjani is planning a trip to Moscow next month.

In his explanation yesterday of the controversial sermon, Mr Rafsanjani said he had meant that Israel's oppression of Palestinians would naturally cause violent reactions. "I have always said that if the Americans want to eliminate terrorism they should dry out its roots... They should not allow Israel to do these things."

Borrowing go-ahead, Page 6

Howe and Genscher to seek nuclear compromise

By David Goodhart in Bonn

A RENEWED EFFORT to seek a compromise within Nato over the future of short-range nuclear weapons will be the main theme of a luncheon meeting today between Sir Geoffrey Howe, the UK Foreign Minister, and Mr Hans-Dietrich Genscher, the West German Foreign Minister.

The Bonn Foreign Ministry said that Mr Genscher would be travelling without Mr Gerhard Stoltenberg, the new West German Defence Minister, but would not reveal at whose initiative the meeting in London had been arranged. Mr Stoltenberg will be returning to the US next week.

Two weeks ago Mr Genscher and Mr Stoltenberg unexpectedly flew to the US for what appear to have been fruitless talks about the differing positions of the US and the UK on the one hand and several European countries - led by West Germany - on the other.

West Germany is adamant that no decision should be taken on modernising the current short-range weapons until at least 1992 and that talks with the Warsaw Pact about reducing the numbers of such weapons on both sides should run parallel with the Vienna talks on conventional arms reductions.

The US and the UK are opposed to both positions but especially to negotiations. In spite of the apparent impasse there have been daily communications between the main countries involved trying to clear the ground for a compromise before the Nato summit in Brussels at the end of the month.

The pressure on Mr Genscher to revise at least part of the current German position is also now coming from within the centre-right coalition in Bonn.

The Christian Social Union, right-wing sister party to the Christian Democratic Union, is leading the campaign to patch up relations with the US and the UK and is prepared to drop the demand for early negotiations on the short-range weapons.

One possible area of compromise is to link negotiations on the short-range weapons to the achievement of satisfactory conventional balance in Vienna and to insist that a minimum number of the weapons must stay.

Mr Vernon Walter, the new US ambassador in Bonn and a key figure in the search for a compromise, said yesterday in West Berlin that he was confident that agreement would be reached before the Brussels summit.

Latin America and US join against Noriega

Continued from Page 1

ment added its voice to that of Peru on Tuesday night with a strongly-worded statement condemning the interruption of the vote-counting process and the publication of results "taken from adulterated polling station returns. The message was delivered to opposition leaders in Panama.

The two countries have promised to help co-ordinate a joint Latin American response to the Panamanian crisis and to "study the available options in order to guarantee respect for the will of the Panamanian people."

The involvement of Carlos Andres Perez, President of Venezuela, and Alan Garcia, President of Peru, is significant. Both have been very publicly opposed to US policy in other areas, including debt and Central America.

Leaders of ADOC, the opposition alliance, met ambassadors from the EC and the seven principal Latin American countries on Tuesday, to request their governments to recognise the legitimate election results.

Another meeting was being planned last night between the entire diplomatic community in Panama and leaders of Colombia, the pro-government coalition headed by Mr Duque.

Lord Young rejects key clause of Delors report

By Philip Stephens, Political Editor, in London

LORD YOUNG, Britain's Trade and Industry Secretary, yesterday underlined a growing conviction at Westminster that Mrs Margaret Thatcher, the Prime Minister, is determined to resist Cabinet pressure to take sterling into the European Monetary System.

In a speech to the Bruges Group, a free-market pressure group, Lord Young launched a strong attack on the report prepared by the Delors committee of European Community central bankers which recommends a three-stage process leading to full monetary union.

He singled out a clause in the report which states that all Community governments should commit themselves at the "outset" to that final goal. It is understood that Mrs Thatcher has repeatedly cited that clause as a key flaw in the argument of some ministers - including Mr Nigel Lawson, Chancellor of the Exchequer, and Sir Geoffrey Howe, the Foreign Secretary, that Britain should consider "signing up" for the first stage.

That stage envisages Britain, Spain, Portugal and Greece becoming full members of the EMS, but would not involve any changes to the Treaty of Rome. The ministers' argu-

Taiwan may use reserves to back debt strategy

Continued from Page 1

Mr Mulford appealed both to Mexico and to its commercial bank creditors - at present a "long way apart" in talks due to resume in New York next week. But he said the gap between the two was not surprising at this stage.

At a time when the executive boards of the International Monetary Fund and the World Bank are in detailed discussions about their participation in the debt reduction strategy, Mr Mulford denied there was any "wrangling" in the two bodies over the issue.

Mr Mulford acknowledged, however, that some surplus countries had not provided the hoped-for backing. He said the US had appealed directly to some countries, including West Germany, for direct funding for the plan. But he noted that "the German Government has not been forthcoming and they've been less supportive of some of the concepts than we would like."

The UK and other European countries have also had doubts about the transfer of risk from the commercial banks to the multilateral institutions, and ultimately to their taxpayers.

The only direct support so far has come from Japan with a promise of \$4.5bn.

Baker reassures Moscow

Continued from Page 1

The two sides politely brushed aside the prediction by Mr Dick Cheney, US Defence Secretary, that President Gorbachev's reform policies would fall to the Soviet side accepted Mr Baker's reassurances that Mr Cheney was not speaking for the Administration.

US officials said a "strong sense" had emerged from the talks of the "real possibility for co-operation" over the Middle East. The official said Mr Shevardnadze had been "positive" and "encouraging, though not definitive" when Mr Baker urged him to recognise Israel.

World Weather

Table with columns for location, temperature, and weather conditions. Includes cities like Moscow, London, New York, etc.

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FINANCIAL TIMES COMPANIES & MARKETS

Thursday May 11 1989



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INSIDE

Clouds without a silver lining



every conceivable industrial dispute which could have hit Alitalia's operations over the past 18 months, has done so. Page 23

A not so very peculiar practice

The £72m boost to reserves revealed in its 1988 accounts by industrial conglomerate Williams Holdings could prove a harbinger of things to come. For the increase - amounting to more than a quarter of shareholders' funds at its year end - came about through the company's application of new rules on accounting for costs of pension funds. Richard Waters describes the workings of Statement of Standard Accounting Practice 24 and explains why it could have significant ramifications. Page 29

The investors' island paradise

Jamaica, one of the world's smallest stock markets, is a hot spot for investors at the moment, surging to record highs in its last three trading sessions. Sharply higher corporate profits and the easing of political worries lie behind the rally, as Hilary de Boer reports. Page 42

South Yemen taps export gusher

South Yemen has found its ticket to the oil exporters club. For years it has been the poor relation of the Gulf, heavily dependent on aid from other Arab states. But by the end of this month output from oil exploration wells is expected to reach about 7,000 b/d. Page 38

The Volkswagen's not for turning

Don't retreat before growing union pressures for a further substantial cut in working time early next year. This was the message Carl Hahn, chairman of Volkswagen, had for fellow West German employers yesterday as he announced a substantial improvement in the employer group's profits. He said the company had made a healthy start to 1989, but blamed previous cuts in working time for Germany's relatively slow economic growth. Page 32

Market Statistics

Table with 3 columns: Index Name, Value, Change. Includes Base lending rates, Benchmark Govt bonds, FT-A indices, FT world indices, FT int bond service, Financial futures, Foreign exchanges, London recent issues.

Companies in this section

Table listing companies like Allitalia, Allied Irish Banks, Armstrong Equipment, Asia Securities, BASF, Banco Central, Banco Hispano-Amor, Bank of Scotland, Bank of Wales, Bayerische Landesbank, Berkeford Intl, Bibby (J), Bowater Industries, British Airways, British Aerospace, British Petroleum, Cepsa, Chamberlain Phipps, Chesterfield Frags, Church (Charles), Credit Agricole, Coats Visteala, Commercial Union, Cona Gold Fields, Credit Agricole, Deutsche Bank, Duffy Design Group, Evans Halshaw, Gindie, Goodwin Intl, Havelock Europa, Hawthorn Leslie.

Chief price changes yesterday

Table showing price changes for Frankfurt (Dm), Paris (FFP), London (Pence), New York (D), and Tokyo (Yen) across various indices and shares.

Bond raises US\$290m amid dividend puzzle

By Chris Sherwell in Sydney and Gordon Cramb in London

MR ALAN BOND, the beleaguered Australian businessman, yesterday shed a centre-piece of his property portfolio, the 46-storey Bond Centre in Hong Kong, in a deal which raises some HK\$2.26bn (US\$290m). The announcement followed another day of distress for Mr Bond in Australia, where the share price of Bond Corporation, his Perth-based master company, founded at a three-year low of just A\$1. This stemmed from short-selling amid confusion as to whether the company had failed to pay a recent interim dividend on time. Full control of the Hong Kong property is passing to E&E, a subsidiary of Japan, Mr Bond's partner in the prime commercial building. According to Bond, the Hong Kong disposal will bring a surplus of nearly HK\$1.08bn over book value for the locally quoted Bond Corporation International (BCI), in which Bond Corp owns 66 per cent. Analysts described the

one being May 31. Bond Corporation said "consideration was given to bringing forward the payment of the dividend but it was decided this was not appropriate." Bell Resources, its quoted associate, said its dividend had already gone out, following a computer malfunction. Meanwhile, Bond Corporation also faces problems over a A\$400m (\$300m) equity investment it shares with the Western Australian state government in a proposed petrochemical plant. The plant has been thrown into jeopardy by the failure of the state parliament to pass legislation setting up a statutory authority to handle the government's stake. Bond Corporation originally put A\$225m into the A\$1bn plant, and the Western Australian government A\$175m. But the bulk of the money went to Mr Laurie Connell, one of the project's original backers, to help him remove A\$30m of loans in Perth, his failed finance house.

FT plans joint launch of Dutch newspaper

By Raymond Snoddy

THE Financial Times is planning to launch a financial and business daily in the Netherlands in a joint venture with Elsevier, the Dutch-based international publishing company. The newspaper, which might be launched as early as this autumn, would be the most notable example so far of co-operation between Pearson, the publishing company that owns the Financial Times, and Elsevier.

Last September the two companies entered a strategic relationship involving an exchange of shares and the eventual possibility of merger. Since then, the Financial Times and Elsevier, publisher of the influential Dutch daily NRC Handelsblad, have been looking at the possibility of entering the market for a business and financial newspaper.



Larchwood pays £22m for Hamleys

By David Waller

HAMLEYS, the London toy shop, yesterday changed hands for the fourth time in as many years when it was bought for £22m (\$36.5m) by Larchwood, a California-based toys business, from Lowndes Queensway.

With this sale, Lowndes Queensway completed the disposal programme outlined last summer when Mr James Gulliver and associates acquired what was then known as Harris Queensway, the UK furniture and carpets group.

Larchwood is a newly-formed company which is backed by a management team led by Duncan Chadwick, an Englishman who has established his own toy empire, Creative Toys, in Beverly Hills, California. Hamleys' existing management is also participating in the deal.

Hamleys is as much a tourist attraction as a business. In the months leading up to Christmas, as many as 75,000 customers tramp through the Regent Street emporium a day.

The queue of buyers for the company over recent years has been attracted by Hamleys' status as the Harrods of the toyshop world and the aura of romance which inevitably surrounds a business as old as the one founded by Mr William Hamley in 1760.

But, despite the fabulous brand name, and the allure of the shop's status as toy and sports merchant to the Queen, the commercial promise has never really been fulfilled. The business has never yielded profits commensurate with the shop's reputation and has sometimes slumped into loss.

The pass-the-parcel was set off

Pan Am prepares to take off on flight of fancy

Anatole Kaletsky examines the audacious takeover proposal announced this week for Northwest Airlines

IN THE pre-history of Wall Street, before the dawn of the age of leveraged financial engineering, the idea of Pan Am rising £3m to buy NWA would have seemed so preposterous nobody would even have bothered laughing.

NWA is the parent company of Northwest Airlines, the fourth biggest US air carrier. Not only does it have 80 per cent more revenues and four times the stock market capitalisation of Pan Am, it also happens to be one of the hottest properties on Wall Street.

The reasons for NWA's popularity with takeover artists are now familiar, though they were just as obvious to Wall Street analysts six months ago, when the company's stock was selling for \$50 instead of \$103 a share. NWA is the biggest US carrier in the rapidly growing trans-Pacific market and owns some valuable Tokyo real estate which could be readily disposed of.

By taking over Republic Airlines three years ago, it has created near-monopoly franchises in several key airports in the Northwest US, including Detroit and Minneapolis. Its leverage, at 95 per cent of total capitalisation, is very low by airline industry standards, allowing plenty of scope for borrowing to finance a bid. Last, but not least, its current management has not performed impressively.

In view of all these factors, it might have been hardly surprising that numerous well-financed groups of bidders announced plans to bid for NWA after Mr Marvin Davis, the Los Angeles millionaire oil man, put the company into play two months ago. But what is Pan Am doing casting its hat into the ring?

Pan Am, after all, is a company with a negative net worth of \$306m, \$900m of its own long-term debts and a nine-year record of uninterrupted losses accumulating to \$1.8bn. It stands in such low esteem on Wall Street that its bonds carry the highest yield of any non-bankrupt securities traded on the New York Stock Exchange, paying an interest rate of 18.9 per cent.

Even more significantly, Wall Street's disdain for Pan Am appears to be shared by its peers within the airline industry. For several years, Pan Am has been trying to be taken over or recapitalised by a financially stronger partner. Yet despite the merger mania in the US airline industry,

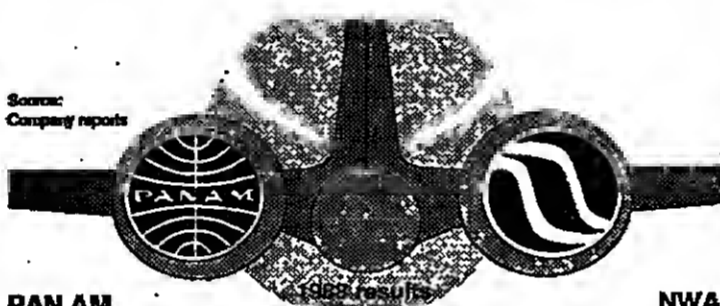


Table comparing Pan Am and NWA: Fleet, Revenue, Net Income, Total Assets, Total Liabilities, Long-term debt.

not a single serious bidder for Pan Am ever came forward. In a more conservative financial age, these setbacks would have made it unthinkable for Pan Am to try to buy a company more than four times its size, in terms of market capitalisation. By the toasty logic used today on Wall Street, however, Pan Am's failure to attract any bidders for its own business, was the best reason for mounting a bid for NWA.

What Pan Am seems to be doing is inviting NWA's board to undertake a massive leveraged recapitalisation which would satisfy NWA shareholders, who are impatient for immediate capital gains, and rescue Pan Am at the same time.

And while Wall Street's initial reaction to the idea was sceptical, the more analysts look at it, the more it begins to make sense. Not only from a financial, but also from an economic and managerial point of view.

Given the plethora of other potential offers for NWA, Pan Am's approach will only work if one condition is satisfied. Pan Am will have to be able to borrow more money to pay out to shareholders than any of the other bidders.

Despite its own financial weakness, there is one obvious reason why Pan Am may be able to do this. By joining forces, the two companies would create easily the most comprehensive international route system of any US airline, since NWA's strength across the Pacific is matched by Pan Am's across the Atlantic, where Pan Am is still the biggest

single carrier. Most analysts on Wall Street share the view that operating synergies would enable Pan Am to pay more for NWA than any non-airline bidder, while any financially strong airline would be stopped from buying NWA on anti-trust grounds. Pan Am's huge accumulated losses would also shelter the combined company from all taxes for at least the next three to four years.

Ironically, however, the very synergies that could be generated by a merger between the two airlines would also pose the biggest problem for a Pan Am bid.

According to one Wall Street analyst, "the pilots' unions are going to be the kingmakers in any deal" because even the financing for a takeover might well be contingent on union agreements which guaranteed no future labour strife.

Even if the bid by Mr Thomas Plaskett, Pan Am's chairman, for NWA were to fail, it could yet help achieve his ambition of making his airline once again a great international carrier.

According to Mr John Eichner of SH & E, a leading New York aviation consultancy, Pan Am's new aggressiveness in bidding for NWA and trying to create a new "mega-carrier" to rival American and United Airlines could have an unexpected side-effect. If a merger between Pan Am and NWA starts to look like a genuine possibility, either United or American could be drawn into buying Pan Am instead - which may have been what Mr Plaskett wanted all along.

Repsol increases size of sell-off

By Peter Bruce in Madrid

HEAVY DEMAND for shares has forced Repsol, the Spanish oil conglomerate being partly privatised by the Government, to increase the size of its \$1bn flotation by 10 per cent and to limit drastically the allocation of shares to applicants.

Applications for the original 72m shares - or 24 per cent of Repsol - offered at Pta1,700 each closed on May 6 and trading begins today in the four Spanish stock exchanges and in New York. The increased offering value the flotation at Pta136bn (\$1.13bn), Spain's biggest and one of the world's largest this year. The offer of 40m shares in Spain was oversubscribed three times and has been increased by another 4m shares. The interna-

tional tranche of 25m shares - 11m placed publicly in New York and the rest privately in Europe and Tokyo - was oversubscribed eight times and the international underwriters are likely to exercise their option to distribute a further 3.75m shares. Repsol's employees and distributors have bought 7m discounted shares.

Repsol said it expected the shares to rise sharply in the first few days of trading. The shares were reportedly already trading at 20 per cent above the offer price in a "grey" market in Europe.

The company said it had attracted some 400,000 new shareholders after a massive publicity campaign. Repsol said yesterday it had

decided to honour all applications worth up to Pta23,500. Applications between that and Pta1m get the first Pta23,500 and just 40 per cent of the rest of the bid. Applications worth Pta1m or more have been allotted just over 40 per cent of the shares bid for.

About 15 per cent of the national tranche has been allocated to Spanish institutions, with the rest largely going to small private buyers.

Trading in Madrid today is expected to be brisk, and brokers expect many small shareholders to offload quickly their purchases. It is also possible that many of the shares sold abroad will find their way back to the Spanish markets. BP venture with Cepsa, Page 20

Morgan Grenfell's new Japan Tracker Trust advertisement. Text: 'Keep pace with the world's largest stock market through Morgan Grenfell's new Japan Tracker Trust.' Includes details about the Japanese economy, the trust's performance, and contact information for Morgan Grenfell.

## INTERNATIONAL COMPANIES AND FINANCE

## Volkswagen earnings soar 30%

By David Goodhart in Wolfsburg

MR CARL HAHN, chairman of Volkswagen, the West German motor group, yesterday appealed to his fellow employers not to retreat before growing union pressure for a further substantial cut in working time early next year.

Mr Hahn, who was announcing substantially improved 1988 profits and a healthy start to 1989, blamed previous cuts in working time for Germany's relatively slow economic growth and failure to reduce unemployment.

Some German employers have already accepted that strike action is probable next year when, for the first time since 1957, the contract covering most of the metal industry is renegotiated.

VW, which has a particu-

larly powerful trade union structure in Germany, will negotiate six months after the rest of the metal industry but will be strongly affected by whatever is agreed in the main negotiations.

VW's cost-cutting programme appears to be bearing some fruit, partly thanks to pressure on the union in Germany to concede flexibility or lose work to Seat in Spain.

Mr Hahn said costs in 1988 had been reduced by the planned DM1bn and that DM2bn would be cut this year. The domestic workforce is also due to fall from 127,538 to 124,000 by end-1989 and to 115,000 by end-1990.

But it was the turnaround in Brazil, Spain and the US which contributed most to the 30 per

cent rise in 1988 net profits to DM780m (\$407m). Group turnover rose to DM59,22bn from DM54,64bn; turnover was flat in Germany but 14 per cent up abroad.

Autolatina in Brazil turned a loss of DM189m in 1987 into a profit of DM228m. Seat of Spain rose from a loss of DM74m to a profit of DM18m, and VW in the US turned a loss of DM572m (reflecting plant closures) into a profit of DM117m.

Cash flow was up 3 per cent to DM5,02bn and earnings per share rose from DM37 to DM46, but the company declined to increase the dividend.

Pre-tax margins were up to 3.6 per cent (2.1 per cent) but the company's aim is 8 per cent.

The current year started

strongly with a 25.7 per cent rise in first-quarter earnings to DM181m.

Mr Hahn said sales for 1989 should remain above last year's with "a corresponding increase in profits," but he admitted to difficulties in the US market where there are large unsold stocks. Sales of cars with diesel engines have also been hit but they now represent only about 15 per cent of all cars.

Preussag, the metals and commodities group, is to pay a DM5 share dividend for 1988, its first payment since 1985, reports Reuters. In February the group planned a dividend of between DM1 and DM5. Preussag's 1988 group turnover rose to DM11.8bn from DM10.42bn previously.

## BASF maintains dynamic growth

By Our Financial Staff

BASF, THE West German chemicals group, yesterday reported a 25.7 per cent rise in first-quarter group pre-tax profits, and said the dynamic earnings growth it achieved in 1988, a record year, had continued.

Group pre-tax profits were DM905m (\$471.4m) against DM720m a year earlier. Group turnover rose to DM11.97bn from DM10.54bn. Parent company pre-tax profit rose to DM489m from DM343m, on turnover of DM5.9bn against DM5.19bn.

In 1988 the West German chemical giant posted record group net profit of DM1.41bn.

BASF said while sharp price rises in raw materials could not be fully transferred into higher product prices, earnings growth was sustained. Steady high demand for chemicals, plastics, dyes and finishing products led to even better capacity utilisation and, in turn, to more cost cuts.

In agricultural, the mild winter helped boost sales, while restructuring measures and higher crude oil prices helped the once loss-making Wintershall refinery return to the black in the first quarter.

The North American and Japanese operations showed above-average growth in the first quarter. But austerity measures introduced by Venezuela and Brazil led to sales and earnings declines.

**Spanish banks register gains**

THE BANCO Hispano Americano group, one of Spain's big six commercial banking empires, has posted consolidated first-quarter pre-tax profits of Pta13.8bn (\$116m), a 29.2 per cent increase on the first three months of 1988, writes Peter Bruce in Madrid.

Banco Central, the country's second biggest bank, made first-quarter pre-tax profits of Pta11.8bn, up just 11.9 per cent on the same period last year when it included large extraordinary gains made by selling property and other assets.

## Newmont seeks contempt ruling against Minorco

By Kenneth Gooding, Mining Correspondent

NEWMONT MINING, the leading US gold producer, last night asked a New York court to find Minorco, the South African-controlled investment company, in contempt because of alleged breaches of the injunction which prevents Minorco completing its £3.5bn (\$5.81bn) takeover of Consolidated Gold Fields, the UK diversified mining group.

All that stands between Minorco and control of Gold Fields is the New York injunction which Newmont continues to pursue, even though Gold Fields, under pressure from the UK Takeover Panel, withdrew from the case on Tuesday. Gold Fields owns 49 per cent of Newmont.

Minorco, which owns or has acceptances for nearly 55 per cent of Gold Fields, has until

midnight next Wednesday to have removed the injunction which prevents it buying any more shares in the target company.

Newmont's aggressive stance yesterday - it alleged Minorco breached the injunction by going to the panel and by attempting to procure a bid for Newmont - suggests that hope of an amicable arrangement is further away than ever.

Minorco is hoping that a full bid for Newmont, which would cost at least \$2bn, will emerge from one of the five North American groups which have already expressed some interest.

One of them, American Barrick Resources of Canada, yesterday denied market rumours that it was about to bid but

admitted: "If Newmont was up for sale we would naturally want to look at it."

Newmont's share price moved up another 3 1/4 to 40 1/4 yesterday. Gold Fields' share price dropped by 5p to £13.23, nearly £2 below the bid value. Minorco fell by 9p to 28.75.

Sir Michael Edwards, Minorco's chief executive, described Newmont's latest move as "a spoiling tactic." It was "absurd" for Newmont to seek for Minorco to be further penalised for obtaining a ruling from the UK Takeover Panel in respect of a British bid.

There was no reason why Minorco should not procure a full bid for Newmont as this would resolve the alleged anti-trust concerns expressed by Newmont.

## Deutsche Bank increases partial operating profits

By Haig Simonian in Frankfurt

FIRST-QUARTER partial operating profits at Deutsche Bank Germany's biggest, climbed by 14.2 per cent at group level, according to Mr Alfred Herrhausen, chief executive.

Full operating profits rose by 13.4 per cent and following the promising start to the year, the bank was confident about prospects for 1989 as a whole, he said at the annual meeting in Frankfurt yesterday.

Both figures were measured against 3/12ths of last year's earnings, which suggests partial operating profits for the quarter of around DM885m (\$462m).

Continuing buoyancy on the lending side pushed interest income 4 per cent higher in the period, despite renewed pressure on lending margins. Fee income jumped by 10 per cent.

Asked if the dividend, an unchanged DM12 a share for 1988, would be raised, Mr Herrhausen said: "If business continues as it has done so far then we will have to think very seriously about a solution which will be in your interests."

Partial operating profits at Bayerische Landesbank, the big West German bank, fell by 6.4 per cent to DM490.5m last year, largely as a result of increased pressure on lending margins and higher costs.

The trend has continued this year, suggesting interest income and partial operating profits will be reduced in 1989, said Mr Hans Peter Linn, the chief executive.

Full operating profits, which include gains from trading on



Alfred Herrhausen: thinking about a dividend increase

the bank's own account, declined by 5.3 per cent to just under DM600m last year.

However, Mr Linn said the earnings were still "satisfactory" in view of the adverse factors affecting profits last year, notably the flatter yield curve, to which Landesbanken are particularly vulnerable.

The bank meanwhile is paying an unchanged 7 per cent dividend to its shareholders - the state of Bavaria and regional savings organisations.

## La Générale plunges into net deficit of BFr2.4bn

By Tim Dickson in Brussels

SOCIETE Générale de Belgique, the giant Belgian holding company which plans to float 12 per cent of its shares later this year, announced in Brussels yesterday that its net losses in 1988 amounted to BFr2.4bn (\$60m), compared with an after-tax profit of BFr3.5bn for 1987.

The results of the group, much in the news last year when it fought off a fierce takeover attack from Mr Carlo De Benedetti, the Italian businessman, were broadly in line with, though not identical to, forecasts made in December.

But the numbers will still be studied closely by European investors, whose confidence in the new management to produce a genuine growth strategy for the next few years will determine the outcome of the forthcoming share sale.

The company said yesterday it was still "technically possible" for the flotation to take place next month, but when asked to indicate the possible timing it refused to comment.

It has never been any secret that Compagnie Financière de Suez, the French investment bank and "white knight" which came to the rescue of La Générale's management, has borne a heavy financial burden as a result of its Belgian excursion.

The 12 per cent stake - cur-

rently owned by Suez and its Belgian allies - would raise BFr20bn-BFr25bn at an issue price of between BFr4,000 and BFr5,000 (the current share price is around BFr4,700).

The tactics of the La Générale management - spearheaded by the former Midland Bank director Mr Hervé De Camy, chief executive, and the company's new chairman Viscount Etienne Davignon - has been to put as much of the bad news as possible into the 1988 results, leaving the way clear for a sparkling 1989 financial performance.

The announcement yesterday was that restructuring charges mainly at FN, the armaments manufacturer, Gechem, the chemicals concern, and Générale Trading Company worked out at BFr11.9bn (against the forecast of BFr10.5bn to BFr12bn), producing a net loss of BFr2.4bn, a shade higher than the BFr2bn thought probable at the end of last year.

For the current year the company is now forecasting a net operating profit of "at least BFr15bn (compared with BFr11.2bn in 1988) before taking into account exceptional items." This positive trend "ought to continue beyond 1989 in view of the positive effect of the restructuring and the efforts undertaken."

## BP sets up venture with Cepsa

By Peter Bruce in Madrid

BP AND Spain's largest private sector oil refiner, Cepsa, announced yesterday that they are to form a \$50m joint venture to produce and market maleic anhydride, a chemical used in the production of plastic resins, lubricants and agricultural chemicals.

Cepsa's plant in San Roque near Gibraltar is the only one in Spain capable of producing the chemical. BP Chemicals will bring a new production process to the venture and some 50 per cent of the output - initially 30,000 tonnes a year - will be exported when production comes on stream in 1991.

The venture with Cepsa has raised some eyebrows in Spain because of BP's existing joint petroleum venture, BPMed, with Cepsa's main private sector rival, Petromed.

Earlier this year there were determined efforts, promoted by the Ministry of Industry, to force Petromed to merge with Cepsa.

Petromed resisted, taking strength from negotiations with BP under which BP was to have taken a stake of around 10 per cent in it. This would give BP access to Petromed's stake in Campasa, the state-controlled oil distribution monopoly. But so far, this purchase has failed to materialise.

BP, nevertheless, said yesterday that it would exercise its option to take a share in Petromed "when the time is appropriate."

The option is valid until 1991 but analysts suggest that the wide diversification of Petromed's businesses may also be worrying BP.

The situation has become more complex in the past few weeks because Banesto, the big Spanish bank which has an important holding in Petromed and which originally backed the merger with Cepsa, is trying to expand its control in the face of opposition from Petromed's chairman and founder, Mr Juan Herrera.

BP neverthe-

## Placer Dome hit by lower metal prices

By Peter Bruce in London

PLACER DOME, north America's second largest gold producer, has reported lower earnings for the first quarter due to lower metal prices and higher production costs, partly offset by higher metal sales and higher investment income, writes Robert Gibbons.

The company has about \$800m of cash, derived from the sale last year of its interest in Falconbridge for \$450m

(US\$381m) and from record 1988 profits. Interest income doubled to \$27m in the first quarter.

Net profit in the latest period was \$37.8m or 15 cents per share, down from \$38.6m or 18 cents a year earlier, on sales of \$225m against \$217m.

Average gold price realised was US\$421 per oz, against US\$462 a year earlier. One-third of the company's share of

expected production in the final nine months of 1989 is covered by forward sales contracts at an average of US\$481.

Average cash cost of production was US\$275 per oz and for all 1989 it will be about US\$242 as several new mines come on stream. First-quarter earnings from copper and molybdenum improved. Natural gas production will be up sharply in the rest of 1989.

This announcement appears as a matter of record only.

11th May, 1989



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(Incorporated with limited liability under the Commercial Code of Japan)

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Westdeutsche Landesbank Girozentrale



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Preliminary Results (Year to 31st January, 1989 (unaudited))	
Sales	IR£1,371.0m +18%
Pre-tax Profit	IR£256.4m +54%
Earnings per Share	47.0p +69%
Dividend per Share	4.372p +10%

Extract from the Chairman's Statement:

In this, our 25th anniversary of going public, and a year of unparalleled achievement for your company, pre-tax profits at £236 million are fifteen times the figure of a decade ago and six times that of just three years ago.

Earnings per share for 1988/89 were at an all time high, up almost 50% on the previous year.

We are proud that your shares have appreciated since going public in June 1964 by an average compounded rate in excess of 30% per annum - the best performance on the Irish Stock Exchange during this period. Anyone who invested £1,000 in the company twenty five years ago, and reinvested

their dividends, will have seen their investment grow to £270,000 at the close of business on 1st May, 1989.

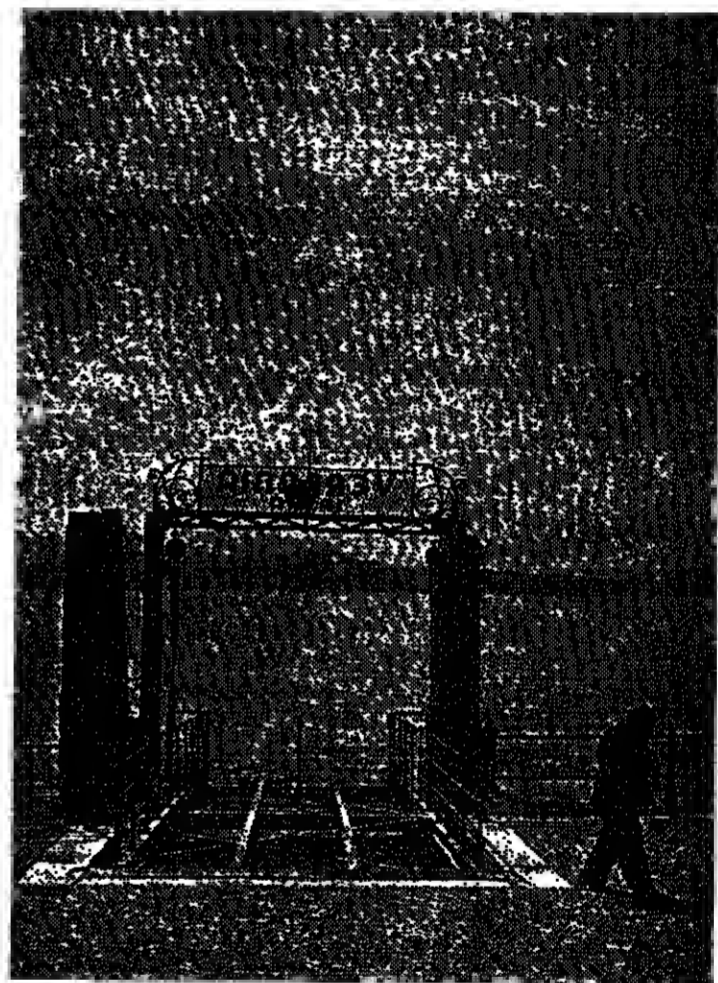
Our intention is to continue implementing major cost reduction programmes by investing in new equipment and by employing the latest techniques. In 1988/89 capital expenditure totalled some £82m, up 136% on the previous year. This reflects our confidence in the future prospects both for our industry, and for your company, in the next decade.

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INTERNATIONAL COMPANIES AND FINANCE

Deutsche Bank AG

Frankfurt am Main  
(Incorporated in the Federal Republic of Germany with limited liability)

Notification of Dividend

The Ordinary General Meeting on May 10, 1989, has resolved to distribute the distributable profit of the financial year 1988 being DM 426,432,712 and has approved the payment of a dividend of DM 12 per share of DM 50 par value.

The dividend will be paid less 25% capital yield tax against submittal of Dividend Coupon No. 51 at one of the paying agents listed in the Federal Gazette (Bundesanzeiger) of the Federal Republic of Germany No. 87 dated May 11, 1989. In accordance with the English-German Double Taxation Agreement of November 26, 1964, as amended in the protocol of March 23, 1970, the German capital yield tax is reduced from 25% to 15% for shareholders resident in Great Britain. To claim this, shareholders must submit an application for reimbursement within four years from the due date. This application is to be addressed to the Bundesamt fuer Finanzen, Friedhofstrasse 1, D-53000 Bonn 3.

Under the German corporation tax system effective as of January 1, 1977, a tax credit amounting to 9/16 of the dividend declared is linked to the dividend. However, shareholders resident outside the Federal Republic of Germany end Berlin (West) are not entitled to this tax credit.

In Great Britain payment will take place against presentation of Dividend Coupon No. 51 through the following banks:

Deutsche Bank AG, London Branch, 6, Bishopsgate, London EC2P 2AT  
Midland Bank plc, Securities Services UK Department, Ground floor, Suffolk House, 5 Laurence Pountney Hill, London EC4R 0EU.

The dividend payment in Great Britain is made in Pound Sterling converted from Deutsche Mark at the rate prevailing on the day of submittal of the dividend coupon.

Frankfurt am Main, May 1989

Board of Managing Directors

Viacom suit challenges Warner link with Time

By Frederick Oram in New York

THE FIRST anti-trust challenge to the proposed merger of Time and Warner Communications has been raised in a lawsuit by Viacom, a cable and broadcast television group.

Viacom is seeking \$2.4bn in damages from Time for allegedly using its power as the second largest operator of cable television networks in the country unfairly to promote its own pay-TV film services at the expense of Viacom's services. Viacom says the uncompetitive acts date back to at least 1980 and will worsen after the merger.

Time dismissed the allegations, saying many of them "rehash issues that have been periodically raised for more than a decade." The Justice Department, for example, has examined competition in pay-TV five times since 1980 without taking any action. The department has already cleared the merger.

Some industry observers believe, however, that Viacom has a credible case. The company also has intimate knowledge of Time's operations and many of the cable deals described in Viacom's suit. Mr Frank Biondi, Viacom's chief executive and former head of Time's Home Box Office pay-TV film operation, has hired some half a dozen senior executives from Time over the past three years.

In addition to being a leading cable operator, Time is also the largest supplier of pay-TV programmes. Its Home Box Office and Cinemax film services have about 23m subscribers against less than 9m for Viacom's Showtime and The Movie Channel.

Time cable networks carry Showtime in some local markets but fail to promote it or put it on the best channels, Viacom alleges. In addition, HBO, for example, refuses to provide marketing money to local operators unless they agree not to promote Showtime. Time is also offering Cinemax below cost to win the number two industry slot from Showtime, Viacom says.

Poor start to year again at International Thomson

By David Owen in Toronto

INTERNATIONAL Thomson Organisation, the Canadian publishing and travel group which is poised to merge with Thomson Newspapers to form one of the world's largest information companies, has reported a small first-quarter loss from continuing operations, equivalent to the loss incurred in the comparable 1988 period.

An extraordinary item related to the sale in March of the group's oil and gas interests pushed net earnings strongly ahead, however. The company said that first-quarter operating results were "not indicative" of the probable outcome for the full year.

In all, operating losses totalled US\$22m or eight cents a share, the same as a year earlier. The \$475m extraordinary gain propelled net earnings to an impressive \$453m or \$1.55 a share in the latest period. In 1988, earnings of \$14m from discontinued oil and gas operations resulted in a final net loss of \$2m. Sales rose by more than 20 per cent to \$747m from \$618m a year ago.

Information and publishing division earnings were ahead of 1988 levels, due largely to the much-improved performance of UK magazine, information services and

Merged Danish drug group well ahead

By Hilary Barnes in Copenhagen

NOVO-NORDISK, the Danish biotechnology group recently formed from the merger of Novo and Nordisk-Gentofte, two of the world's largest insulin producers, reported a surge in sales and profits in the first quarter of 1989.

Sales advanced 23 per cent on a pro-forma basis to DKr1.96bn (\$266m), pre-tax earnings rose 33 per cent to DKr388m and net earnings were up 38 per cent from DKr197m to DKr267m. Earnings per share rose from DKr8.39 to DKr8.44 and per ADS from 85 US cents to \$1.15.

But the interim statement warned that the first quarter performance should not be taken as indicative of the performance during the rest of the year. First-quarter sales and earnings were influenced by a larger than usual contribution from Nordisk Gentofte, related to the conversion of distributors to wholly-owned subsidiaries in several important European markets.

Early surge at Saga Petroleum

By Karen Fosell in Oslo

SAGA PETROLEUM, Norway's largest independent oil company, yesterday posted a three-fold increase in first quarter net income, before extraordinary items, to NKr58m (\$8m) from NKr16m, helped by an increase in crude oil production volume and higher world crude oil prices.

Operating revenue in the period increased ninefold to NKr185m from NKr17m. First-quarter crude oil sales reached 4m barrels, against 1.5m barrels in the same period last year. For the whole of 1988 crude oil sales reached 6.5m barrels.

Saga forecast that total crude oil sales for 1989 would reach 16m barrels, of which the Oseberg oil field, in which it has an 8.61 per cent shareholding, would contribute some 40 per cent.

Spanish insurer branches into banking

By Robert Gibbons in Montreal

CORPORACION Mapfre, Spain's biggest independent insurer, is to enter the banking business through a Pta14bn (\$11.6bn) investment in Iuberbank, a small bank in Oviedo.

Corporacion Mapfre, quoted in Madrid and Barcelona, is majority owned by Spain's biggest mutual company, Mapfre Mutualidad, which controls the group's large vehicle insurance business. The rest of group insurance operations fall under the Corporation.

Mapfre further reports consolidated pre-tax profits of Pta4.1bn for 1988, 42 per cent up, and is to pay a slightly higher 30 per cent dividend.

**SAFRA REPUBLIC HOLDINGS S.A.**  
Luxembourg  
Dividend Payment

At the Annual General Meeting of the Shareholders held in Luxembourg on May 10, 1989, it was resolved that an initial dividend of US\$ 0.35 per common share be payable for the last two months of 1988.

The dividend will be payable from May 31, 1989 in respect of bearer shares at any one of the offices of the Company's paying agents on surrender of coupon No. 1.

**Banco Di Napoli International S.A.**  
U.S. \$150,000,000  
Floating Rate Notes due 1991

For the six months 9th May 1989 to 9th November, 1989 the Notes will carry an interest rate of 10% per annum with a \$11.11 amount of U.S. \$10,000 per U.S. \$10,000 Note, and U.S. \$12,777.78 per U.S. \$250,000 Note, payable on 9th November, 1989.

Bankers Trust Company, London Agent Bank

**POWER FINANCIAL CORPORATION**  
Trustco funds

By Robert Gibbons in Montreal

POWER Financial Corporation, the financial services arm of Mr Paul Desmarais Jr, president of the Power Corporation of Canada, will redeploy the C\$547m (US\$463.5m) proceeds from selling control of Montreal Trustco by expanding in North America and Europe.

Mr Paul Desmarais Jr, president, and Mr James Burns, chairman, said PFC now had C\$600m cash available to make financial services acquisitions. It could manage one single deal worth C\$1bn or more, or more probably several smaller deals.

The immediate preference is the US, where PFC's largest subsidiary, Great-West Life, already does half its business. By premium income, Great-West is North America's third largest life company and by assets the sixth largest.

"We're in no hurry and there is nothing wrong with holding cash at today's interest rates," said Burns. PFC may pursue an expansion in partnership with Fargesa SA, the Geneva investment holding company in which it now has a 19.4 per cent voting interest that cost about C\$180m.

**Woolworth lifts first-quarter net slightly to \$36m**

By Our Financial Staff

F.W. Woolworth, the US retailer, yesterday announced a slight rise in first-quarter net earnings to \$36m or 56 cents a share from \$35m or 54 cents a year earlier. Revenue was \$1.88bn against \$1.72bn.

The company said higher interest rates and higher average levels of short-term borrowings put pressure on its first quarter net income.

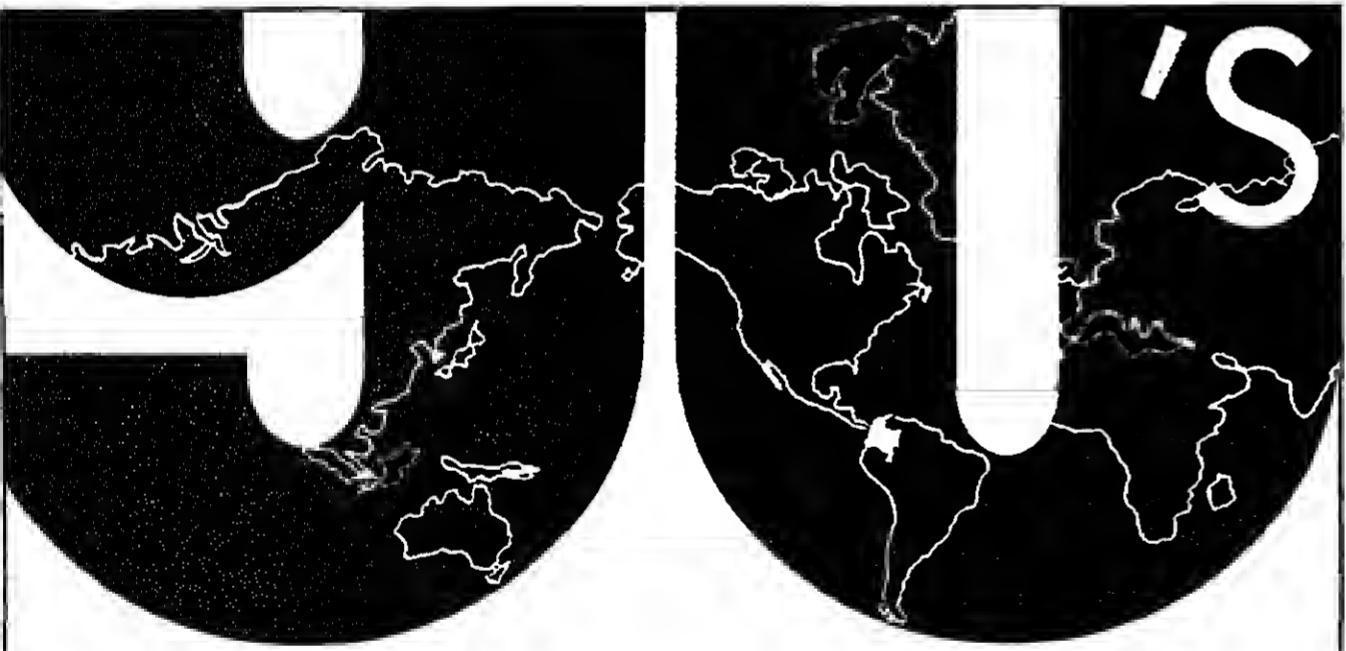
Higher depreciation costs, due principally to the record number of specialty stores opened in 1988, also hit first-quarter results. F.W. Woolworth said it expects interest and depreciation expense as a percentage of net income to decline during the remainder of the year.

**ALLIANCE LEICESTER**  
Alliance & Leicester Building Society

**£150,000,000**  
Floating Rate Notes due 1995

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the three month period ending 8th August 1989 has been fixed at 12.94375% per annum. The interest accruing for such three month period will be £26.25 per £10,000 Bearer Note, and £262.53 per £100,000 Bearer Note, on 8th August 1989 against presentation of Coupon No. 4.

Union Bank of Switzerland  
London Branch Agent Bank  
8th May, 1989



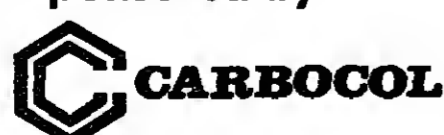
Into the Nineties:  
The Coal Market  
Comes of Age



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**YORKSHIRE BUILDING SOCIETY**  
£100,000,000  
Floating Rate Notes due 1994

In accordance with the terms and conditions of the Notes, notice is hereby given that for the three month interest period from (and including) 10th May, 1989 to (but excluding) 10th August, 1989, the Notes will carry a rate of interest of 12.075 per cent per annum. The relevant interest payment date will be 10th August, 1989 and the Coupon Amount per £50,000 Note will be £1,643.06.

Bankers Trust Limited Agent Bank

**LKB Baden-Württemberg Finance NV.**  
DM 500,000,000  
Floating Rate Notes with Interest Option 1988/1995

Interest Rate: 6 3/4% p.a.

Interest May 10, 1989 to Nov. 10, 1989

Interest Amount per DM 10,000 DM 351.89 per DM 100,000 DM 3,513.89

Payable on: Nov. 10, 1989

Trykneus & Burkhardt KGaA Agent Bank

**Annual Meeting of Shareholders**

The Annual Meeting of Shareholders will be held on Thursday, June 29, 1989, 10:00 a. m. at the BASF Feilerabendhaus, Leuschnerstraße 47 Ludwigshafen/Rhine, West Germany

Agenda

1. Presentation of the Financial Statements of BASF Aktiengesellschaft and BASF Group for 1988; presentation of the 1988 Annual Report covering BASF Aktiengesellschaft and the BASF Group; presentation of the Supervisory Board Report.
2. Declaration of dividend.
3. Ratification of the actions of the Supervisory Board.
4. Ratification of the actions of the Board of Executive Directors.
5. Appointment of auditors.
6. Approval of control and profit and loss transfer agreements with BASF group companies.

Shareholders wishing to participate in the Annual Meeting and to exercise their right to vote must have deposited their shares during normal office hours and in the prescribed form at a depository bank. The shares should remain deposited until the conclusion of the Annual Meeting. Shareholders have the right to vote by proxy.

Depository banks and the full Agenda are published in the "Bundesanzeiger" of the German Federal Republic Nr. 87 of May 11, 1989.

The deposit is only effective if the shares are submitted by Wednesday, June 21, 1989.

The Board of Executive Directors  
Ludwigshafen/Rhine, May 11, 1989

BASF Aktiengesellschaft  
D-6700 Ludwigshafen

**BASF**

INTERNATIONAL COMPANIES AND FINANCE

# Suntory buys Bordeaux wine stake

By Paul Betts in Paris

SUNTORY, the Japanese drinks group, is extending its presence in the French wine business by acquiring a large minority stake in the Bordeaux wine interests of the French GMF insurance group.

GMF said yesterday that it was regrouping its Bordeaux wine investments into a new subsidiary called Grands Millésimes de France and that Suntory had already acquired for an undisclosed amount a 19 per cent stake in the new company.

The Japanese group is expected to increase its stake in the

new subsidiary to 40 per cent. Grands Millésimes includes the French insurance group's substantial interests in a number of important châteaux and other clarets including Château Beycheville, Château Beaumont, Château Bligny, Barrière Frères and the Grands Entrepôts du Médoc. These various labels generated total sales of more than FF70m (£10.9m) last year.

In recent years, the Bordeaux wine region has attracted growing interest from both large French insurance companies and Japanese invest-

tors. Indeed Suntory, which is the leading Japanese wine producer and importer, five years ago acquired Château Lagrange, a third growth in St Julien. It also recently received French Government approval to take over Louis Royer, a small cognac house.

GMF said yesterday its association with Suntory was designed to enhance the international marketing and distribution opportunities for its French wine interests, especially in the Far Eastern and US markets.

At the same time, the deal

has given the Japanese company an important new foothold in the French wine business without the risk of provoking nationalistic reflexes in France. Although the French authorities have adopted an increasingly liberal attitude to foreign acquisitions of French wine and drink assets, last winter they none the less blocked the sale of one of the country's most expensive wine labels, Romanée Conti, to a Japanese company on the grounds that the famous Burgundy was part of the national heritage.

OBITUARY

## Takahashi: renowned Japanese maverick

MR. TAKAMI TAKAHASHI, chairman of Minebea, the engineering components company, and renowned as a Japanese business maverick, died yesterday morning in a Tokyo hospital after an acute attack of pneumonia.

The 60-year-old businessman had overseen Minebea's development into the world's leading maker of miniature bearings. He began work at a textile company a year after graduating from university. Eight years later, in 1958, he became manager of Japan Miniature Bearings, which Mr Takahashi was determined to enlarge, believing that small companies are at a great disadvantage in Japan.

Mr Takahashi prided himself on the diversity of his business interests, and was both admired and condemned within Japan for his aggressiveness. In particular, for an unusual and unsuccessful hostile takeover attempt for Sankyo Setki, an electronics parts maker, two years ago.

Other successful acquisitions had broadened the company's range of interests to include furniture distribution, hand-gun production, and fasteners. The company has subsidiaries in Thailand, Singapore, and the US, and a joint venture in semiconductor production in the UK.

Mr Takahashi's style, both personal and business, had set

him apart from the business establishment, which he condemned for its conservatism. Japanese executives, he said, are unable to make quick decisions.

The natural result of Minebea's diversification was a fall in its reliance on bearings, which accounted for 23 per cent of the company's sales last year, while electronic equipment and parts accounted for 46 per cent.

Minebea itself was the target of an unsuccessful takeover attempt in 1986 by Trafalgar Glen, an Anglo-US investment group, a challenge that prompted an irritated Mr Takahashi to call his pursuers "children" and "amateurs."



Takami Takahashi: tactics admired and condemned

## Acquisitions boost Tiger

By Jim Jones in Johannesburg

TIGER OATS, one of South Africa's largest food groups, lifted sales and profits by a third in the six months to March, helped by the inclusion of food and pharmaceutical acquisitions.

Mr Robbie Williams, chairman, says the group's structure has altered significantly in the past two years as the proceeds of the sale of a stake in J. Bibby of the UK to Barlow Rand, Tiger's parent, have been used for acquisitions in South Africa.

Turnover rose to R2.76bn (£1.05bn) from R2.09bn; and pre-tax profit increased to R202m from R161m.

Net earnings increased to R7.69 a share from R6.03, while the interim dividend has been lifted to R1.94 from R1.65.

The strongest proportional growth in attributable earnings came from the pharmaceutical interests.

The directors plan a 10-for-one split of Tiger's 13.9m ordinary shares.

## Asia Securities up 167%

By John Elliott in Hong Kong

ASIA Securities International, a Hong Kong property company controlled by Mr Bill Wylie, the Australian entrepreneur, yesterday reported consolidated profits for last year after tax and minority interests of HK\$143m (US\$18.4m) up 167 per cent.

Mr Wylie, who used to run the KSI International electronics group, said that property sale and rentals were the main contributors to an increase in turnover - up 26 per cent to HK\$477m.

The company obtained a Hong Kong public listing in February 1987, when it took over Union V-Tex Realty. It changed its name two months later.

Mr Wylie said the company's core investment activities of property development and estate management had been grouped under AsiaSec Properties, a wholly owned subsidiary.

A special cash bonus of 10 cents per share was announced yesterday in addition to a final dividend of 5 cents per share.

## Alitalia faces a turbulent flight

Italy's state airline has been buffeted by strikes reports John Wyles

Mr Carlo Verri's bid to reorganise the top management of Alitalia, the Italian travellers' byword for unreliability, finally achieved lift-off yesterday.

But the new chairman's plans of retrieving the state-airline's tattered reputation and strengthening its shaky financial performance could run into early turbulence in the face of renewed strike action later this month by its 1,500 pilots.

Just about every conceivable industrial dispute which could have hit Alitalia's operations over the past 18 months has done so.

Blame for strikes by customs workers and air traffic controllers cannot be laid at the airline's door. However, added to stoppages by its airport employees, cabin staff and pilots, they have conspired, together with an inordinately foggy Italian winter, to cause the cancellation of more than 19,000 flights since the beginning of last year.

In the middle of such misery, Mr Verri has battled since his arrival from the Zanussi white goods group last summer to get

alight on the somewhat complicated airline.

Surrounded until now by political appointees occupying the two Alitalia managing directors' posts, he has finally secured from Iri, the state holding company which is his main shareholder, new executive powers for his office, a streamlining of top management and many new faces on the company's board. These changes were all sanctioned by the company's annual meeting yesterday.

The chairman is now flanked by a single managing director, Mr Giovanni Bisignani, a 43-year-old rising star who was most recently director of foreign affairs for Iri. At the same time, an Alitalia insider, Mr Ferruccio Pavolini, has been promoted from commercial director to director general.

Sorting out the dispute with the pilots is one key to raising the company's financial performance after a 21 per cent drop in net profits last year to L82.5bn (£37.6m).

In fact, Alitalia made an operating loss in 1988 and its balance sheet was only kept out of the red after L74bn had been raised through aircraft

sales and the sale of a 10 per cent stake in Alfa Avio, the aero-engine company.

With an increase in revenues last year which only just matched inflation, the airline must attract new passengers - use of capacity dropped 0.8 per cent in 1988 - and also secure government approval for a fares increase. These have remained stable for the last three and a half years, and it now seems likely that the airline has struck a tacit deal with the Government by which higher tariffs will enable it to spend its way out of politically unpopular labour disputes.

The straw in the wind floated past at the end of last week when Alitalia was too embarrassed to give public details about a late night pay deal reached with the cabin staff. Persistent industrial and political pressure finally powered the Alitalia pay offer up from 35 per cent over three years and eight months to around 66 per cent, for which the company gained in return some slender productivity concessions.

The pilots are offering these in abundance - in return for

salary scales more in line with European averages.

Alitalia pilots put in an average of 398 hours a year behind the joystick compared to 510.5 at Lufthansa, 565.4 at British Airways and 423.5 at Air France.

This tends to give them rather higher remuneration per hour of flight than their counterparts elsewhere, but significantly lower annual salaries (an average of L71.3m), Captain Andrea Garino, president of Anpac, one of the two pilots' unions, says that the company is not managing its fleet properly, and that the pilots must have pay rises even higher than those given to cabin staff together with longer working hours, so as to yield a total package more in line with European standards.

Last Thursday, the pilots postponed a new round of strikes as "an act of trust" in Mr Verri. They have given him until May 19 to produce an acceptable offer. If he fails "we shall be very tough," warns Captain Garino, who knows that none of the chairman's new powers includes the ability to put his fleet into the air without pilots.

**pechelbronn**  
GROUP WORKS & CO

The board of PECHELBRONN met on April 27, 1989, with Mr. Nicolas CLIVE WORMS as President. During the meeting it examined the consolidated accounts for the Group and closed the Company's accounts for the financial year ending December 31, 1988.

Consolidated accounts for the Group

The main consolidated data for the year 1988 compared to those of 1987 are as follows, (all figures in million FF except per share data):

	1988	1987	Progression
Net profit, Group's share	1 242	834	
Current net profit, Groups share	638	569	
Per share:			
Net profit	165 FF	111 FF	+48.6%
Current net profit	85 FF	76 FF	+11.8%

Annual accounts for the company

The results for the financial year 1988 compared with those of 1987:

	1988	1987	Progression
Net profit	1 105	498	
Net profit, excluding capital gains	132	105	
Per share:			
Net profit	147 FF	66 FF	+97%
Net profit, excluding capital gains	17,6 FF	14,0 FF	+25.7%

Dividend

At the general shareholders' meeting called for June 29, 1989, the Board will propose the distribution of a dividend of 12.5 FF per share and per investment certificate, compared with 11 FF for the previous financial year. The global revenue including tax credit will thus be 18,75 FF per share or investment certificate against 16,50 FF for last year.

Merger with PFA S.A. and ATHENA

An extraordinary general shareholders' meeting will be called following the ordinary general shareholders' meeting to decide on the project of merger into PECHELBRONN of PFA S.A. ATHENA and SOFAPIM and the transfer to GPA S.A. of the shares of PFA, TIARD, PFA VII, LILLOISE D'ASSURANCES and ATHENA BANQUE.

**HEREFORD & WORCESTER**

The Financial Times proposes to publish this survey on:

**14th July, 1989**

For a full editorial synopsis and advertisement details, please contact:

**Anthony G. Hayes**  
on 021-454 0922

or write to him at:

George House  
George Road  
Edgbaston  
Birmingham B15 1PG

FINANCIAL TIMES  
EUROPE'S BUSINESS NEWSPAPER

This announcement appears as a matter of record only.

May, 1989

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SKF First Quarter 1989

# SKF profit up

Income after financial expense up 132 percent to MSkr 590 (£53m)

Sales increase 22 percent up to MSkr 6,307 (£572m)

Earnings per share up from Skr 5.90 (0.54p) to Skr 14.25 (£1.29)

Continued income growth forecast

If you want copies of the 1988 Annual Report fill in the coupon and send it to SKF Group Public Affairs, S-415 50, Göteborg, Sweden.

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Company \_\_\_\_\_  
Address \_\_\_\_\_  
Postcode \_\_\_\_\_ Country \_\_\_\_\_

Average exchange rate for 1988 1 GBP = 10.86 Skr; Jan - Mar 1989 1 GBP = 11.03 Skr.

AB SKF, Göteborg, Sweden





INTERNATIONAL CAPITAL MARKETS

ICI AS100m offer reopens underwriting fees row

By Andrew Freeman

COMPETITION among Euro-bond houses was cast into sharp relief yesterday when J.P. Morgan launched an AS100m for ICI shortly after it informed managers that it would not be paying any underwriting commissions to syndicate members on a previous deal launched in January for the same borrower.

J.P. Morgan said it had incurred heavy losses on its judiciously to inform managers of the decision before inviting houses to form the syndicate for yesterday's deal. This brought the long-running debate about stabilisation, the maintaining of lead managers of an orderly market, in new issues and distribution, back to the full attention of Eurobond officials.

INTERNATIONAL BONDS

ASI00m three-year 15 per cent ICI issue when many managers sold their bonds into its support bid. The issue ran into trouble when the Australian market fell back at the end of January after worries about the trade deficit and rising interest rates. J.P. Morgan said that in view of its large losses it had decided in March not to pay any underwriting fees to managers. An official pointed out that it had sent yesterday's letter to managers three weeks inside the deadline by which they had to be informed of the full pay-out.

Last month, the International Primary Markets Association (Ipm), the trade association which oversees the Eurobond primary markets, announced changes in its recommendations on market practices which forbade the deduction of stabilisation charges from managers' fees. However, the changes only come into force from next Monday and do not apply to deals launched before then. In anticipation of the new Ipm recommendations, many houses have been guaranteeing that they will make no deductions from fees for any stabilisation they undertake, but none has applied this retrospectively. Several managers of the original ICI deal reacted angrily to the coincidence of the J.P. Morgan letter and their invitations into the new deal. They said they had lost money on the January bonds and complained that their losses would now be larger. A handful of houses declined to enter the new deal. The new ICI issue came with a three-year maturity and a 15 per cent coupon. It was priced at 101 1/4 to offer a yield pickup over the existing deal. At less full fees of 1 1/4 per cent, the bonds offered a yield of 15.45 per cent, against the 15 per cent yield of the bonds issued in January. J.P. Morgan would make no comment on whether the issue was swapped, but it is understood that the proceeds were swapped into sterling via floating-rate US dollars. ICI is thought to have achieved its aggressive funding target of around 70 basis points below Libor.

NEW INTERNATIONAL BOND ISSUES

Table with columns: Issuer, Amount in US Dollars, Coupon %, Price, Maturity, Fees, Book runner. Includes entries for LITCB of Japan, Australian Dollars, Canadian Dollars, Sterling, and Yen.

Price placement: a) Convertible, floating rate notes; b) Final terms; c) Non-callable; d) Put option after 5 years (priced at 108.75); e) Further tranche of 275m issue launched in October 1988; f) Further tranche of 275m issue launched in October 1988; g) Further tranche of 275m issue launched in October 1988; h) Further tranche of 275m issue launched in October 1988; i) Further tranche of 275m issue launched in October 1988; j) Further tranche of 275m issue launched in October 1988.

The bonds were quoted by the lead manager at 99 1/4 bid, strongly inside underwriting fees of 2 1/4 per cent. For much of the day, the bonds traded at a small premium to their par issue price. The issue was quoted by LTCB Japan was launched by LTCB International. The bonds came with a 9 per cent coupon and were priced at 101.45 to yield some 56 basis points over the equivalent Treasuries. The issue was quoted by the lead manager at less 1.60 bid, inside fees of 1 1/4 per cent. Traders reported limited Euro-

pean interest, but said the bonds would be bought in the Far East. The proceeds were swapped into floating-rate US dollars to achieve a sub-Libor funding rate. Wood Gundy was the lead manager of a C\$100m five-year deal for Toronto Dominion Bank (London). The bonds carried an 11 per cent coupon and were priced at 101.80 to yield 57 basis points over Canadian Treasuries on a semi-annual basis.

The paper was quoted by Wood Gundy at less 1.95 bid, outside fees of 1 1/4 per cent. In Switzerland yesterday, prices eased slightly in thin volumes as the outlook for short-term interest rates remained poor. The Enterprise Oil Finance SF150m 10-year 5 1/2 per cent issue closed its first day of secondary market trading at 93 bid, compared with its launch price of 101. Traders blamed the timing of the deal and the poor condition of the wider market. A SF150m 8 1/4 per cent deal for the African Development Bank was squeezed by Credit Suisse, the lead manager, after the price fell to less 4 1/4 bid. At the end of the day, the price had improved to less 2 1/4 bid, but there was little actual trading of the bonds.

UK share of world banking falls further

By Norma Cohen

INTERNATIONAL banking business in London grew more slowly in 1988 than in earlier years, continuing the trend seen over the past three years, according to the Bank of England. The Bank says in its latest quarterly bulletin that London-based banking claims in 1988 rose by 4.5 per cent, down from a 9 per cent rise recorded in 1987 and a 14.5 per cent climb in 1986. London's share of the international banking market as a whole fell to 20.9 per cent at the end of 1988 from 24.5 per cent at the end of 1985, with the decline matched by a corresponding increase in international lending in Japan. The main contribution to the rise in Japan's share of international business stems from increased lending to residents in foreign currencies. Meanwhile, the Bank adds that some market share is entirely the result of banks reducing their interbank business, which produces low profits. Japanese banks remain the largest single nationality group with the decline in London's international assets at end-1988, a share that has remained broadly unchanged since the end of 1986. However, Japanese banks are apparently conducting less of their international business in London, with only slightly more than 26 per cent

of all transactions based here at mid-1988, against nearly 34 per cent at end-1985. The fall in London-based Japanese bank business partly reflects the growth of domestic foreign currency business in Japan itself, although the growth of the offshore market and growing arbitrage opportunities with other Far Eastern centres was a factor. In addition, the Bank notes some significant changes in the pattern of Japanese banking business in London, particularly their reduced lending to their own offices overseas. This was once their key reason for maintaining a London presence but this type of lending actually declined in 1988 when the banks were net takers of funds from their overseas branches. Overall, London-based bank lending to non-banks in the UK has risen only moderately and Japanese banks have not increased their share of this market which, at 23 per cent at end-November 1988, is unchanged from the 1986 level. The Bank adds that some fall-off in the growth rate, if not an absolute decline, in Japanese banks' business had been expected as a result of the Basle convergence proposals on bank capital adequacy, which have made some types of lending less profitable.

Treasuries on the defensive as auction jitters take firm hold

By Janet Bush in New York and Katharine Campbell in London

US TREASURY bonds remained on the defensive yesterday and closed modestly lower amid caution about today's 30-year bond auction and retail sales release. In late trading, long-dated issues were quoted as much as 1/4 point lower, adding to losses of a full point on Tuesday as dealers started selling immediately after the three-year auction. The Treasury's benchmark long bond was quoted 1/8 point lower, taking its yield to 9.11 per cent.

Assessments of the three-year auction were mixed. Although total bids were reasonably healthy, some dealers felt Japanese participation was a touch disappointing. The three-year sale, however, became almost irrelevant as focus swiftly turned to the remaining auctions. The Treasury was widely thought to have been the beneficiary of this week's auctions and there was considerable trepidation about the rest of the refunding. The results of yesterday's 10-year auction were only fair with total subscriptions somewhat below the February auction, but substantially lower than the 10-year sale in November. The average yield was 9.18 per cent.

GOVERNMENT BONDS

Concern over the 30-year sales is heightened by forecasts that today's retail sales release will be strong and that tomorrow's figures will show a 0.7 per cent rise in producer prices in April compared with the 0.4 per cent gain in March. A number of statements by Group of Seven officials in the US, Europe and Japan over the last two days have also taken

the steam out of the dollar which dipped below DM1.90 yesterday morning. Germany fuelled speculation that higher rates may be in store when the Bundesbank council meets in a week's time. Yesterday's repurchase agreement saw a total of DM1.3bn drained from the mar-

BENCHMARK GOVERNMENT BONDS

Table with columns: Country, Coupon, Red Date, Price, Change, Yield, Week ago, Month ago. Includes entries for UK GILTS, US TREASURY, JAPAN, GERMANY, FRANCE, CANADA, NETHERLANDS, AUSTRALIA.

London closing, denotes New York closing. Yields: Local market standard. Price: US, UK in 32nds, others in decimal. Technical Data/Atlas Price Sources.

BOND dealers were again concentrating on prospects for the dollar, with some grasping for comfort from a statement by Mr Satoshi Sumita, the Japanese central bank governor. He had stressed the undesirability of an aggressive rise in the dollar, adding he foresaw

no new factors for dollar buying. This, together with some profit taking checking the dollar's advance, lent an air of relative calm - albeit temporary - until some more substantial clues on international interest rates emerge.

A recent Nomura research report details one reason for the US currency's strength in the past month. Nomura argues that the reluctance of Japanese life insurance companies to hedge their dollar bond purchases in the new financial year after losing nearly \$4bn in the year to March 31 on all foreign exchange losses is one reason for the dollar's lift since April. Last year they had hedged the foreign exchange exposure in their US Treasury purchases but came unstuck because of the relative strength of the dollar versus the yen. This year they will be unwilling to make a similar mistake.

Nymex task-force urges curbs on cross trading

THE New York Mercantile Exchange's regulatory review task-force has recommended that cross trading between a member for his own account and the account of his customer be prohibited, along with oral orders between members for a member's own account, Reuters reports. The task-force set up in February recommended the exchange's "current practices with respect to dual trading" be continued and that "the exchange continue to monitor the effectiveness of its rules and surveillance/compliance efforts." It called for further studies of the effect that restrictions on dual trading would have on liquidity and efficiency of the

exchange's markets. It also recommended that a member found to have engaged in trading practices detrimental to his customers be penalised with suspension of dual-trading privileges, at a minimum. The Nymex task-force called for an "exchange study of the effect of instituting a brief, closely supervised period of trading after the traditional close, to permit evening-up and the completion of unfilled customer orders at a later-determined fixed price." To eliminate any subjective judgments, the task-force recommended the exchange should study the feasibility of fully automating its settlement price procedure.

FT-ACTUARIES SHARE INDICES

Table showing share indices for various sectors: EQUITY GROUPS & SUB-SECTIONS, INDUSTRIAL GROUP, FINANCIAL GROUP, and FT-SE 100 SHARE INDEX. Columns include Index No., Index, and Year ago.

RISES AND FALLS YESTERDAY

Table showing rises and falls for various categories: British Funds, Financial and Foreign Bonds, Industrials, Financial and Properties, Oils, Plantations, Shares, and Others.

LONDON RECENT ISSUES

Table listing recent issues with columns: Issue, Amount, Issue Date, Maturity, Yield, and Price.

FIXED INTEREST STOCKS

Table listing fixed interest stocks with columns: Issue, Amount, Issue Date, Maturity, Yield, and Price.

RIGHTS OFFERS

Table listing rights offers with columns: Issue, Amount, Issue Date, Maturity, Yield, and Price.

TRADITIONAL OPTIONS

Table listing traditional options with columns: Issue, Amount, Issue Date, Maturity, Yield, and Price.

BRITISH STEEL accounted for almost one fifth of dealings on the London Traded Options Market yesterday, even though the underlying price of the stock ended unchanged on the day at 87.

Overall market business reached the modest total of 29,453 contracts - continuing to run along the slack line set up in recent days - and comprising 18,550 calls and 10,903 puts. Trading in the FT-SE 100 index showed a slight recovery over the previous day's level, to reach 2,535 contracts, made up of 3,394 calls and 2,141 puts. The British Steel business saw 2,000 contracts traded in the October 90 puts, and 1,510 in the July 90 puts.

LONDON TRADED OPTIONS

Large table showing traded options for various stocks and indices, including columns for Calls and Puts, and their respective prices and volumes.

Opening index 2121.3; 10 am 2121.0; 11 am 2120.1; Noon 2118.1; 1 pm 2113.4; 2 pm 2114.4; 3 pm 2114.4; 4 pm 2114.4; 4.05 pm 2114.6; 4.15 pm 2114.0; 4.30 pm 2114.0; 4.45 pm 2114.0. A list of constituents is available from the Publishers, The Financial Times, Number One, Southwark Bridge, London SE1 9HL, price 15p, by post 34p.

UK COMPANY NEWS

Troubled shock absorbers division sold to US group
Armstrong makes £58m disposal

By Clare Pearson

TENNECO, the US diversified industrial group, is paying \$58m cash to acquire the shock absorbers division of Armstrong Equipment...

cern, last year after Armstrong announced pre-tax profits down from £7.7m to £7.1m.

company would be in a much stronger position to make acquisitions to add to the remaining divisions.

Walter Runciman up slightly on forecasts with £4.1m

By John Ridding

WALTER RUNCIMAN, the shipping, security and insurance group which fought off a bid from Telfos Holdings last year, yesterday announced taxable profits of £4.1m for 1988...

Lowndes Queensway turns in £9.1m but sales have slowed

By David Waller

LOWNDES QUEENSWAY, the furniture and carpets company formed when a consortium of investors headed by Mr Jimmy Gulliver took over Harris Queensway last summer...



Jimmy Gulliver, chairman of Lowndes Queensway, said that the group's sales had softened noticeably in March, April and early May.

Speaking at the company announced pre-tax profits of £9.1m for the 26 weeks to the end of January, Mr Gulliver said that like-for-like sales in volume terms had begun to falter over recent weeks.

Revaluation helps RIT assets jump 27%

By Nikki Teit

SIR JAMES Goldsmith's much-hyped return to the UK takeover trail, plus a revaluation of certain timber lands within his group, has helped produce a 27 per cent rise in net asset value at RIT Capital Partners during the eight months to March 31.

Industries. CFI takes in the timber lands which were formerly part of Crown Zellerbach, a US forest products group acquired by Sir James.

around half its position when the shares rose significantly during the year and valued the remaining interest at £17.5m at the year-end.

COMMENT Having repelled Telfos's attempted boarding, Runciman achieved a result at the top end of expectations and is on a steady course for the current year.

Big bang in bible belt brings 5% decline in CU first-quarter profits

By Nick Bunker

A CHERICAL toilet which blew up and caused a fire that swept through a Protestant church in middle America was the most embarrassing of a clutch of large claims that hit Commercial Union in March.

Worldwide, premium income was up 6 per cent at £391.8m, while underwriting losses grew 27.5 per cent to £40.2m.

Berisford to reorganise UK property

By Clare Pearson

BERISFORD International, the sugar processing and commodities group, is to reorganise its UK property division following the resignation of Mr Melvyn Ansher, announced yesterday along with the departure of another main board director.

take control of the property division, which internationally accounted for one quarter of profits last year, and there will also be a joint venture company in which Mr Dennis will have a 30 per cent stake.

The chief asset of the UK property division is Midland Montagu House in the City of London, which Berisford partially floated off through an issue of preferred shares in 1986.

BOARD MEETINGS

Table with columns for company name, date, and location. Includes entries for Mill Research, Bank of Nova Scotia, etc.

PRIEST MARIANS HOLDINGS PLC £72,000,000 Acquisition Finance. Arranged by Samuel Montagu & Co. Limited. Underwritten by Samuel Montagu & Co. Limited and The Sumitomo Bank, Limited. Provided by Banco di Napoli, The Sanwa Bank, Limited, etc.

PRIEST MARIANS HOLDINGS PLC £91,666,667 Deep Discount Loan Facility. Arranged by Samuel Montagu & Co. Limited. Underwritten by Samuel Montagu & Co. Limited and The Sumitomo Bank, Limited. Provided by The Industrial Bank of Japan, Limited, Samuel Montagu & Co. Limited, etc.

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UK COMPANY NEWS

# AIB advances 25% to £155.7m

By David Barchard

ALLIED IRISH Banks yesterday reported pre-tax profits of £155.7m, or £130.8m in sterling, for the year to March 31, up 25 per cent on the previous year.

The results were hailed as "a fairly sparkling performance" by Mr. Gerry Scamlan, chief executive.

"We have done well right across all our areas of business and not just in the present very favourable Irish economic environment," he said.

However the pre-tax profit figure had been from its original £180.7m by an exceptional debit of £25m for employee restructuring.

There was no provision this year against Latin American debt (£9.5m), and Mr. Scamlan said that only £1m of Latin American debt was now non-performing.

During the year the bank's total assets grew from £9.6bn to £14.7bn, an increase of 53

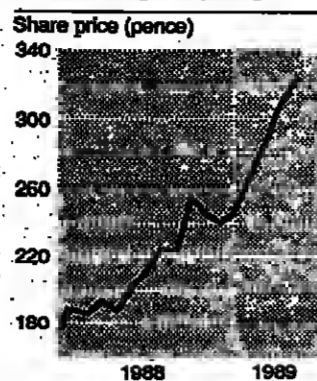
per cent. This reflected the bank's acquisition of a controlling stake in First Maryland Bancorp. With FMB's assets stripped out, the group's assets grew by 7 per cent.

Deposits increased by 65 per cent, rising to £30.5bn (£24.4bn). A maintained final dividend of 7p was recommended for a total of 12.75p (£12.25p) although the cost of the Irish government's bank levy to shareholders rose to 6.1p (6p). Earnings per share were up 9 per cent to 35.3p (32.4p).

The return on average total assets was 0.9 per cent (0.82 per cent), while the return on average shareholders' funds was 15.2 per cent (13.8 per cent).

Capital adequacy on the BIS basis was 8.8 (9.1) per cent overall and 4.4 (5.7) per cent for Tier 1 funds. Mr. Scamlan said that AIB was planning to strengthen its ratios later this year with the issue of £300m preference, and a subsequent

## Allied Irish Banks



Share price (pence)  
1988 1989

issue of £125m sterling in the UK.

● COMMENT  
AIB can justly be pleased with these results which - even after a fairly large exceptional item - come out ahead of expectations in three very dif-

ferent markets, Ireland, the UK, and the US. The exceptional item of £25m will be money well spent if it enables AIB to overcome the recurrent problems of Irish banks with their militant workforces. For the foreseeable future, AIB's sights will be concentrated on growth in the British and American markets - and ultimately perhaps in continental Europe, where AIB appears to have ruled out the idea of seeking alliances and cross-holdings with institutions of a similar size elsewhere in the EC. This will have to be largely achieved through more acquisitions, like that of First Maryland. The bank's strategy must thus focus firmly on increasing profitability and retaining earnings to finance acquisitions. Prospects for dividend growth may therefore be rather less bright than the bank's recent track-record would suggest.

# Shares in Tootal drop as Coats talks go on

By Alice Rawsthorn

COATS VIVELLA and Tootal, two of the UK's biggest textile groups, were locked in bid negotiations yesterday in an attempt to agree terms for a deal whereby Coats would acquire Tootal.

The Tootal board will discuss the outcome of the negotiations this morning when it gathers in London for its regular board meeting.

Tootal's shares fell by 3 1/2p to 132 1/2p yesterday, reflecting the City's concern over whether the two companies can agree terms and about Coats' ability to finance the bid. Analysts estimate that Coats would have to pay between 140p and 150p a share - or from £389m to £437m - to win control of Tootal. Coats' share price was static at 183p yesterday.

Coats, which is advised by NM Rothschild, has struck a deal with Mr. Abraham Goldberg, the Australian industrialist who has been stalking Tootal, to buy his 25 per cent shareholding providing it can persuade Tootal to agree terms for a bid by midnight tonight. Tootal is advised by Morgan Grentham.

If Coats misses the midnight deadline, Mr. Goldberg would be free to bid for Tootal and Coats has agreed to sell its 5 per cent holding to him for cash should he stage a bid.

# Gamblers good luck at London casino slows growth at Stakis

By David Waller

DIFFICULTIES at Stakis's London casino in Russell Square helped restrict the hotel and leisure company's profits growth in the first half of the year.

Pre-tax profits for the 26 weeks to April 2 advanced to £11.54m, compared with £9.57m for the 27 weeks period last time. Profits from the sale of properties increased from £1.01m to £1.17m.

Profits in the leisure division fell slightly, from £4.4m to £4.3m, reflecting the adverse impact of gamblers' good luck on the London casino: although the "drop" - the amount of money risked by punters - was up, margins actually fell.

Provincial casinos and other leisure activities did well, as did provincial hotels which account for the bulk of the hotel division's profits.

In this division, profits climbed from £4.83m to £7.74m, reflecting stable occupancy levels combined with achieved room rates up 13 per cent. Also included was a £1.8m gain on the sale of hotels in Edinburgh and Ayr.

The fledgling healthcare division, which will absorb much of the group's £50m capital expenditure programme this year, chipped in £311,000 to group profits.

Turnover for the group as a whole rose from £61.74m to £66.51m; earnings per share worked out at 3.4p against 2.76p.

Interest absorbed £1.5m (£238,000).

● COMMENT  
Yesterday's interim figures from Stakis were at the lower end of expectations and the shares duly dropped by 6p to 105p. Part of the disappoint-

ment was due to the bad luck at the London casino. Located in Bloomsbury, this is not supposed to be exposed to the vagaries of "high roller" spending, and indeed the "drop" held up against the trend of its counterparts in Mayfair. Nevertheless, punters were luckier than usual, and margins suffered. For the group as a whole, property profits were also higher than expected. Despite these disappointments, brokers felt little reason to cut back their forecasts for 1989 (excluding property) for the full year, implying 18 per cent growth in earnings. This puts the shares on a multiple of 13 1/4, a near 20 per cent premium to the market. Now that the group has shed its financial services business and sorted out its erstwhile problems with management succession, this sort of premium rating seems fair.

# Weak spark at TDS as losses hit £2m

By John Ridding

SHARES IN TDS Circuits, the USM-quoted circuit board maker, yesterday plunged over 30 per cent, losing 15p to 38p, after a sharp decline into the red in the year to February 28.

Pre-tax losses totalled £1.97m compared with profits of £50,000 in the previous year. Turnover fell from £9.54m to £8.96m and losses per share of

16.32p compared with earnings last time of 0.59p. No dividend is proposed.

Stripping out exceptional items, the fall was less severe. An exceptional credit of £1m was received in 1988 representing an insurance claim for a serious fire in 1988 while this time accelerated depreciation of data processing equipment was taken, as an exceptional

loss of £283,000. Accounting for this gives an increase in pre-tax losses from £965,000 to £1.8m.

Mr. John Whybrow, managing director, said that the losses were partly caused by a reorganisation programme undertaken by the new management installed in May last year.

Significant capital expendi-

ture, in the region of £1.8m, was undertaken to modernise equipment and there were also dislocation costs associated with reorganising production and personnel to meet mid-year demand.

Mr. Whybrow said that recovery from these problems was obstructed by a weakening in the computer equipment and defence markets towards the end of the year.

Because of the uncertainty of the markets, the company said it was not possible to be precise about the timing of a return to profitability.

Mr. Whybrow said TDS was progressing along the learning curve of the new technology and that it was now positioned to address the right markets.

# Most Millward holders opt for WPP earn-out terms

By Nikki Tait

SHAREHOLDERS IN Millward Brown, the market research company which is on the receiving end of an agreed bid from WPP, the advertising agency and marketing services group, have largely opted for the bidder's earn-out terms, rather than the straight cash alternative.

The bid's structure was innovative in that it offered shareholders either 200p per share cash immediately, or 183p upfront plus up to a further 221p if Millward meets certain profit targets over the period to March 1994.

The 183p could be taken in any combination of cash, loan

notes and, to an extent, convertible loan notes, while the latter payments are to be made half in shares and half in loan notes.

The cash alternative valued Millward at £14.1m and the earn-out at £28.4m.

In the event, shareholders speaking for 89.15 per cent of Millward have accepted WPP's offer.

Shareholders speaking for only 7.15 per cent of the company have taken the cash alternative.

The offer has now been declared unconditional and remains open for acceptance until further notice.

# Braithwaite sale could raise £17m

By Andrew Hill

Braithwaite is to sell Godiva, the fire-fighting equipment subsidiary, as part of its strategy of concentrating on industrial services. The sale could raise as much as £17m.

British companies which could be interested include Simon Engineering - two-thirds of its manufacturing business is in access and fire-fighting equipment - and Chubb, the Racal subsidiary.

Godiva, which made £1.7m on sales of £12.5m in the 15 months to March, has about 5 per cent of the US market.

# Reverse takeovers for Reliant

By Richard Tomkins, Midlands Correspondent

SHAREHOLDERS IN Reliant Motor, the USM-quoted manufacturer of three-wheeled cars, yesterday approved the company's transformation into a housebuilder through the reverse takeover of both the privately-owned, Wissoak Group and Belmont Homes.

The car company, now renamed Reliant, is paying £16.5m for the interlinked property developers by issuing 41.26m new Reliant shares to the vendors - nearly five times the 8.86m shares at present in issue.

At the same time it is raising

£3.4m net of expenses through a placing and open offer of shares at 37p a share to provide working capital for the new group's expansion.

The takeover was engineered by Mr. John Nash, Reliant's chairman. Two years earlier Mr. Nash attempted to engineer a takeover of Wissoak by the quoted Nash Industries, but he was defeated by fellow shareholders.

Mr. Nash remains chairman of Reliant but will be joined by Wissoak/Belmont directors Mr. Chris Johnson and Mr. Carl Turpin, as executive deputy

chairman and chief executive respectively.

Manufacture of the Reliant Rialto, three-wheeler would continue as long as it remained profitable, and plans to launch the SS2 sports-car in the US would go ahead - though not late this year, as had been planned.

Reliant's manufacturing activities would be concentrated on a single site at Kettlebrook, near Tamworth, Staffs, but no redundancies were envisaged.

# Viking Packaging

Viking Packaging has accepted the offer from Bowater Industries to the extent of 99.95 per cent and Bowater now has 94.63 per cent. The offer is unconditional and remains open. No MMC probe.

Company	Dividend	Ex-date	Corres. Dividend	Total Dividend	Total Dividend
Allied Irish Banks	7.4p	July 13	7.7	12.75	12.25
Andrews & Yell	0.75	July 13	0.83	13.41	12.41
Bibby (J)	2.75	July 4	2.75	2.75	8.5
Chesterfield	10	July 7	9	16	14.5
City of Oxford	0.9375	June 29	-	1.925	-
External Inv	14	Aug 4	11	24	20
Highland Parts	2.4	July 11	-	1.6	-
Lowndes Queens	1.5	July 11	-	1.5	-
New Ireland	0.314	July 3	0.31	0.31	0.31
RIT Capital	1.65	July 3	1.65	1.65	1.65
Ramsman (W)	8	July 3	8.5	10.5	8.5
Stakis	0.71	Sept 4	0.62	1.29	-
Style	7	Oct 2	5	7	5
Triodos	1	Oct 2	2.5	3	3

# Highland Parts vaults to £4.4m

By Philip Coggan

Highland Participants, the property and ship repair company run by Mr. Peter de Savary, yesterday reported pre-tax profits of £4.42m in 1988.

This compares with the £753,000 made in 1987, a figure adjusted to allow for the merger with Smiths Shiprepairers North Shields.

Operating profit was £4.34m (£553,000) on turnover of £80.45m (£22.66m). Investment income was £1.17m (£108,000) and interest payable was £332,000 (£111,000). Earnings per share were 13.2p (3.6p). The final dividend is 2p (nil), making a total of 3p (nil).

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Application has been made to the Council of The Stock Exchange for the whole of the ordinary share capital of Sheffield Insulations Group plc ("the Company"), issued and now being issued, to be admitted to the Official List. Dealings in the ordinary shares of the Company are expected to commence on 18th May, 1989.

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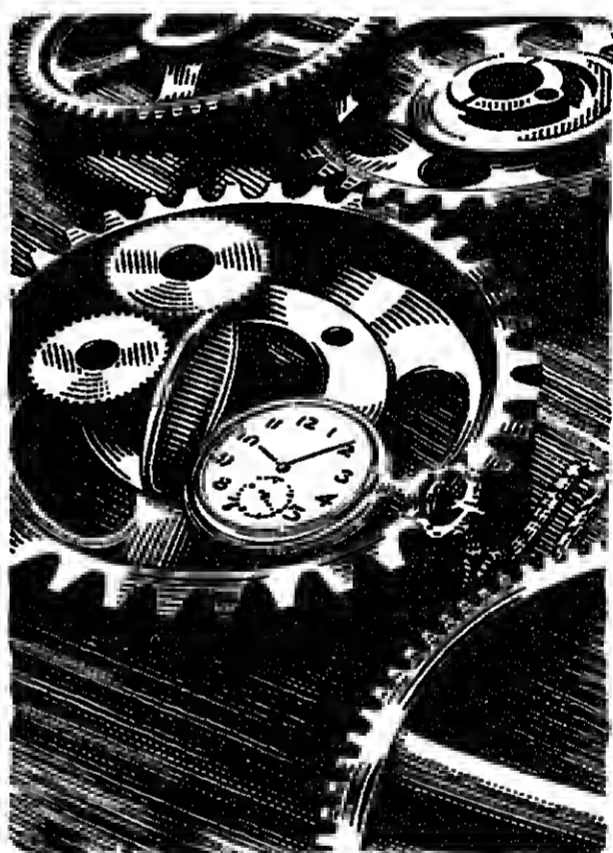
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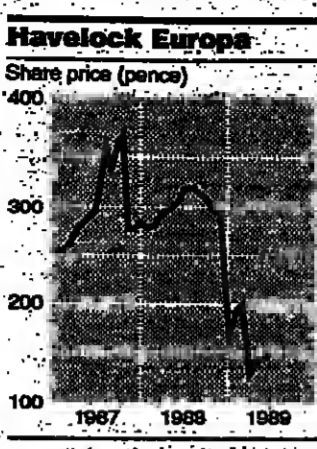
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UK COMPANY NEWS

Holders call in company doctor to revive Havelock

By Andrew Hill
PRESSURE FROM major shareholders has helped install Mr Lewis Robertson, the company doctor who is already chairman of two quoted UK groups, as executive chairman of Havelock Europe, the store designer and shopfitter.



Scottish institutions and the Remue family, which together own 57.5 per cent of Havelock, have now forced further departures from the board.

Bank of Wales to receive £5m from Scottish parent

By Anthony Moreton, Welsh Correspondent
THE BANK OF Wales is to receive £5m from the Bank of Scotland, its controlling shareholder, to finance an expansion of its financial services.

Chesterfield shares leap on results

SHARES of Chesterfield Properties leapt 102p to 855p yesterday as net assets of the Mayfair-based property investment and development group continued their seemingly inexorable climb.

Evans Halshaw shares fall 44p

SHARES IN Evans Halshaw fell 44p to 285p yesterday after the Birmingham-based motor dealer warned that a depression in the components after-market was proving to be "somewhat deeper and longer lasting than anticipated."

Windsor back in black

THE CONTINUATION of difficult conditions in the insurance broking market failed to prevent Windsor returning to the black in the half year to March 31 1989.

Pensioning off the old rules

Richard Waters on SSAP24 and its possible effects

THE established orthodoxies of companies appear to be conjuring up assets (and hence extra reserves) from nowhere.

UK ECONOMIC INDICATORS

Table of Economic Activity (1985=100): Index of industrial production, manufacturing output, engineering orders, retail sales volume, registered unemployment, and unfilled vacancies from 1987 to 1989.

OUTPUT: By market sector, consumer goods, investment goods, intermediate goods, and durable goods

Table of Output by market sector: Consumer goods, investment goods, intermediate goods, and durable goods from 1988 to 1989.

EXTERNAL TRADE: Index of export and import volumes (1985=100), visible balance current

Table of External Trade: Index of export and import volumes, visible balance current, and reserve assets from 1988 to 1989.

FINANCIAL: Money supply M0, M1 and M3 (annual percentage change); bank

Table of Financial: Money supply M0, M1 and M3, bank lending, and clearing bank base rate from 1988 to 1989.

IMPLICATIONS: Index of earnings (1985=100), basic materials and fuels, wholesale prices

Table of Implications: Index of earnings, basic materials and fuels, wholesale prices, and commodity index from 1988 to 1989.

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THE SCOTTISH FINANCIAL YEARBOOK Where people still count. As the Investor's Chronicle recently remarked, "... you get caring and understanding from Scotland's financial institutions..."

Stetley makes further buy in Spain

By Philip Coggan
Stetley, the UK construction materials group, has made a further acquisition in Spain with the purchase of an 80 per cent stake in Arberia, a Madrid-based construction materials group, for an undisclosed cash sum.

CU ASSURANCE THREE MONTHS' REVIEW Operating profit before taxation £45.1m. Satisfactory start to the year despite increasing competition in some markets. Excellent profit improvement in the Netherlands and a continued strong performance in the United Kingdom.

COMMODITIES AND AGRICULTURE

Ridley warns farmers on pollution

By Richard Donkin

BRITISH FARMERS were told last night to re-shape their attitudes to food production and reduce water pollution in a hard hitting speech by Mr Nicholas Ridley, the Environment Secretary.

National Rivers Authority, to be established under water privatisation, would take tough action against the small minority of farmers who persisted in polluting the environment through thoughtlessness.

He also urged greater contact between farmers and retailers to encourage the growing of products the public would buy.

"Some of us may be more sympathetic to this than others. I personally view it as a way to tip off the customer by charging more for identical produce."

Biotechnology 'could add 10 per cent to EC crops'

BREAKTHROUGHS in biotechnology could raise European agricultural crop yields by well over 10 per cent by the turn of the century, according to a report drawn up for the EC Commission.

The report, by the Brussels-based agency Bureau Europeen de Recherches (BER), draws on a survey BER conducted of companies and research institutes throughout the EC, the US and Switzerland.

"The technologies... have the potential to increase yields, reduce losses and improve output quality," says the report.

"The impact of Biotechnology on Agriculture in the European Community to the year 2005."

US expected to play down drought losses

By Nancy Dunne in Washington

A KEY report due out from the US Department of Agriculture later today is likely to provide conservative estimates of damage wrought by still-pervasive drought in important wheat growing states, according to most traders.

Mr Steve Freed, a grains analyst with Dean Witter Reynolds, says the numbers could be the highest of the year.

The winter drought has devastated hard red winter wheat crops in a four state area: Kansas, Oklahoma, Colorado, Oklahoma, and Texas.

ers will be closely monitoring the weather because improvement is still possible; farmers who lost their winter crop could plant again in the spring.

It is also unlikely to shed much light on the murky US wheat outlook. Although the report will not say so, traders believe the losses to the US winter wheat crop, piled atop last summer's poor durum harvest, will drop US wheat exports next year, perhaps by as much as one-third.

According to Mr Barry Jenkins, a spokesman for the National Association of Wheat Growers, the trade estimates are for a total hard red output of 680m to 900m bushels, compared with the 800m produced last year.

World wheat demand is expected to remain constant, but US exports are likely to drop from 1.5bn bushels to 1bn, Mr Freed said.

By contrast, stocks of processed wheat were higher than 1987-88 levels at 2.63m tonnes against 1.76m, while oats stocks were down only marginally at 1.58m tonnes, compared with 1.67m.

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Canadian exports to fall by a third

By David Owen in Toronto

CANADIAN GRAIN exports in the 1989-90 crop year, ending July 31, are set to fall by about a third from 1987-88 levels, as a consequence of last summer's protracted drought.

As at the end of April, Canada had exported only 14.2m tonnes of grain, compared with 21m tonnes in the corresponding year-earlier period, according to the Canadian Wheat Board.

Statistics Canada's March 31 report put overall wheat stocks at just under 11m tonnes, compared with almost 22m tonnes a year earlier.

With little spare material left in storage, Canada's share of the global wheat trade could decline to only 12 per cent from around 20 per cent in recent years, some experts have predicted.

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'Miserable years' forecast for copper

By Kenneth Gooding, Mining Correspondent

THE MASSIVE Escondida project in Chile will have a seriously depressing impact on copper prices when it comes into production, predicted Sir Bruce Watson, chairman of MIM Holdings, yesterday.

S Yemen looks forward to its own oil income

Victor Mallet reports on prospects for the latest recruit to the ranks of the world's exporters

After North Yemen, it is now South Yemen's turn to join the ranks of the world's oil exporters.

The Soviet Union, working under agreements between the Aden Government and Technoport, a commercial arm of the Soviet Ministry of Foreign Economic Relations, has invested the \$50m.

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BANKING AND FINANCE IN THE NETHERLANDS. The Financial Times proposes to publish this survey on 1st JUNE 1989.

Brazil weathers home-grown energy crisis

By John Barham in Sao Paulo

BRAZIL HAS only just avoided a home-grown energy crisis after supplies of fuel alcohol, distilled from sugar cane, started running dangerously low.

Fortunately, the 1988 sugar cane harvest is just beginning, averting a potentially crippling fuel shortage.

They had promised the Government to deliver 2.7m litres of alcohol at the last harvest but produced only 1.7m litres.

University of Sao Paulo, an authority on the alcohol policy, said that "long term factors are also at work to create a shortage."

LONDON MARKETS. NEARBY coffee prices again rose sharply yesterday amid talk of a squeeze by a US operator which is believed to have an uncovered position of around 6,000 lots out of a total of 7,700 lots for the spot month.

COCOA. Close Previous High/Low. May 690 697 697 699. Jul 714 712 703 713.

LONDON METAL EXCHANGE. Aluminium, 92.7% purity (30 tonne). Close Previous High/Low. May 2145.00 2155.00 2175/2135.

US MARKETS. IN THE METALS, gold prices slipped in quiet trading on mostly local liquid reports Drexel Burnham Lambert.

NEW YORK. GOLD 100 Troy oz. Close Previous High/Low. May 377.7 378.8 378.7 378.7.

CHICAGO. SOYBEANS 5,000 bu. Close Previous High/Low. May 26.0 26.0 26.0 26.0.

CHICAGO. LIVE CATTLE 40,000 lbs. Close Previous High/Low. May 72.0 72.0 72.0 71.82.

WORLD COMMODITIES PRICES. LONDON METAL EXCHANGE. COPPER 25,000 lbs. US MARKETS. CHICAGO. SOYBEANS 5,000 bu. LIVE CATTLE 40,000 lbs.

LONDON STOCK EXCHANGE

Equities easier in nervous trading

THE UNEASY mood persisted in the UK stock market yesterday as managers of the big investment funds reacted cautiously to uncertainties over the dollar and the continued weakness on Wall Street...

that BP planned a rights issue. The FT-SE Index, on the downside throughout the session, closed above the worst at 2,117.4, a loss of 6.1. With the New York market uncertain in early deals as it waited news from the auction of ten year Federal securities, London closed on a quiet note.

have been upset by the reappearance of industrial labour tensions in the UK. BZW, the UK securities house, pointed out that since February the UK equity market stands "head and shoulders" above other major international markets in the performance tables, and that the key yardstick now is the Dow.

Consolidated Gold Fields eased in thin trade as American Barrick Resources denied hints circulating in London that it was about to bid for Newmont Mining in the US...

FINANCIAL TIMES STOCK INDICES

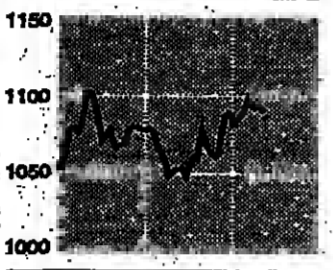
Table with columns for indices (Government Secs, Fixed Interest, Ordinary, Gold Mines, etc.) and their values for various dates from May 10 to May 8.

BP weak ahead of figures

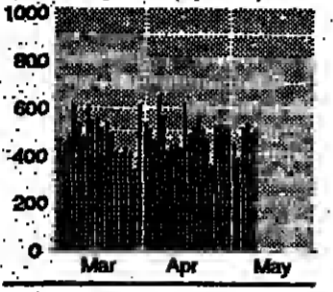
BP was said by traders to have been partly responsible for the marked weakness of the equity market around midday when stories of a sizeable rights issue - to accompany the first quarter figures expected today - went round the City.

and the shares closed a shade better at 158p. Analysts were mostly left scratching their heads as to why Mr Goodman should add to his stakes. The only thing that could interest him was the British Sugar subsidiary, said one researcher...

FT-A All-Share Index



Equity Shares Traded



about to announce the sale and leaseback of its London headquarters. Investors continued to back away from the international blue chips in the face of the confusion over the outlook for the US dollar.

Turnover in the leading electronics kept up well but was said by dealers to have fallen below the recent high levels of activity. BAA, operator of UK airports, continued to fall as City analysts waited to see if the group has run foul of the UK Monopolies and Mergers Commission.

BP shares trading around the 275p mark for much of the morning, suddenly fell back to 275p on the rights issue stories.

The fund raising, according to market accounts, was to pay for the compulsory reduction of the KIO stake from around 22 per cent to below 10 per cent. Dealers, sceptical of the rights hints said the speculation was accompanied by a number of hefty selling orders, but that these quickly dried up.

Unitech hints

Unitech, the electronics components and equipment group, was among the market's best performers, the shares racing ahead to a year's best of 385p before closing 20p stronger at 361p, dealers said there had been heavy speculative buying of Unitech shares, particularly from Switzerland.

the banks, they are fundamentally cheap against the market,

said one specialist salesman. Kleinwort Benson were among the major securities houses giving the sector a push. Mr Norrie Morrison and Mr Graeme Moyse rate Barclays and NatWest as buys. On the sector the KB team says it expects the traditional seasonal outperformance prior to the interim results.

McCarthy shares dipped further to 245p before settling a net 5 lower at 246p.

Allied Irish Banks' preliminary figures, showing preliminary profits up from IR£124.5m to IR£155.7m, were well received with the shares up 5 at 32p.

Evans Haislaw scurried lower when the chairman warned at yesterday's annual meeting that the depression in the components aftermarket was deeper than expected with two subsidiaries operating well below the anticipated profit levels.

The demerger of Hardy Oil & Gas has not convinced the market nor has it enamoured investors, said a leading trader as Trafalgar House shares dropped 5 further to 381p. There has again been a steady selling which fuels concern about the group's gearing, giving rise to fears of possible funding needs, he continued.

Berisford news

The revelation that Mr Larry Goodman, the Irish meat millionaire, had increased his stake in foods group Berisford International from 7.4 per cent to just over 9 per cent caught dealers by surprise. It was announced later - after the market had closed - that two directors on the Berisford board had resigned, and that the company is to reorganise its property division.

NEW HIGHS AND LOWS FOR 1989

Table listing new highs and lows for various companies in 1989, including Anglo Irish, Anglo Saxon, Anglo American, etc.

APPOINTMENTS

has appointed Mr Adrian Reeve as managing director of Wessex Advantech Switching Products. He was business development executive at the group's headquarters, and succeeds Mr Ron Turner who died in February.

Prince Michael of Kent has joined the board of FIRST TECHNOLOGY.

Mr Peter S. Houston has been made a non-executive director of BDA HOLDINGS. He was managing director of Technip UK, a member company of the French engineering and contracting group, Technip.

Rank Xerox managing director

Mr Bernard Fournier is to succeed Mr Roland Magnin as managing director from June 1. He has been deputy managing director at Rank Xerox, the photocopying business jointly owned by Xerox of the US and the British Rank Organisation, since February. Mr Magnin has been elected a corporate vice president at Xerox. He will assume many functions which were formerly the responsibility of Mr William F. Glavin, a Xerox vice chairman, who is retiring.

Mr Michael Chapman has been appointed managing director of BANK OF MONTREAL CAPITAL MARKETS and NESBITT THOMSON DEACON INC in London.

Mr Alec Webster, regional deputy chairman of British Gas Southern, has been elected president of THE CHARTERED ASSOCIATION OF CERTIFIED ACCOUNTANTS.

Mr Ernie Harvey has been appointed construction director of DECLAN KELLY HOMES. He was construction director with Super Homes, part of the Laing Homes Group.

Mr R.A. Laurensen has been appointed a non-executive director of JAMES FINLAY BANK. Mr G.R. Thomas, a non-executive director, will retire on May 24.

Mr Bill Simpson has been appointed a director of DAWSON INTERNATIONAL. He will have primary responsibility for human resources and corporate affairs.

The AJS GROUP has appointed Mr Jeremy F. Aldkinson as its group financial director. He was previously finance director of speciality chemical company, MTM.

Mr Ian Tyler has been appointed group treasurer at STOREHOUSE. He is currently manager of financial accounting. Ms Sarah Laws has been promoted from assistant group treasurer to financial controller of Oppidan Estates, the joint venture property company with London and Edinburgh Trust.

Mr Ian Eggleston has been appointed managing director of the benefits consulting division of SEDGWICK FINANCIAL SERVICES. He was deputy managing director.

Mr Philip Kissegood has been appointed finance director of NATIONAL DIRECT MARKETING.

Mr Bo C.E. Renfors, managing director of Skandinaviska Enskilda Banken, Gothenburg, and Mr Björn Vilander, managing director, Landsbanki

Mr Ray Kemp has been promoted to managing director of LOCKTON SHOPS, twin audio retailing chains. Auditions and Wires. He joined Wires a year ago as general manager.

TRADING VOLUME IN MAJOR STOCKS

Table showing trading volume in major stocks, including Alpha Securities dealt through the SEAQ system yesterday until 5 pm.

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eliminated by the news and the shares rose 3 to 163p amid talk that any prospective bidder would have to pay up to 200p a share for the company.

closed at 331p, compared with the 300p-a-share offered by French group BDDP, on speculation that US agency Omnium Group could emerge as a friendly bidder or that BDDP is poised to increase its terms.

next move in the bid situation: Costa Virella's ultimatum for an agreed offer expires at midnight.

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Trusthouse Forte continued to climb, the shares adding 3/4 at 315 1/2p on turnover of 2.8m. The refusal by French holiday group Club Med to confirm or deny rumours that it is planning a cross-shareholding agreement with THF was duly noted by dealers. Ladbroke fell 2 to 584p after launching a £140m Euro-convertible issue; dealers said they expect some investors to switch out of the ordinary shares and into the convertibles.

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Allied Irish Banks' preliminary figures, showing preliminary profits up from IR£124.5m to IR£155.7m, were well received with the shares up 5 at 32p.

Other market statistics, including FT Actuaries Share Index and London Traded Options, Page 25

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COMPANY NOTICES

CNT Caisse Nationale des Télécommunications. FF 600,000,000 Adjustable Rate Series A Bonds due 1996. FF 400,000,000 Adjustable Rate Series B Bonds due 1996.

Tiger Oats Limited. PROPOSED SUB-DIVISION OF ORDINARY SHARES. UAL Merchant Bank Limited is authorised to announce that the board of directors of the Company has proposed that each of the ordinary shares of R1 in the share capital of the Company be sub-divided into 10 ordinary shares of 10 cents each.

LEGAL NOTICES. PARKWAY PROPERTIES LIMITED. NOTICE OF APPOINTMENT OF ADMINISTRATIVE RECEIVER. I, John Ross of Cork Gully, Chartered Accountant, 100 Great Victoria Street, Belfast BT2 7AX, was appointed administrative receiver of PARKWAY PROPERTIES LIMITED.

MUNICIPAL FINANCE AUTHORITY OF BRITISH COLUMBIA CANS 25,000,000 1 1/2 % Bonds due 1993. On April 27, 1989, Bonds for the amount of CANS 2,507,000 have been drawn in the presence of a Notary public for redemption on June 15, 1990 and following attached:

REPUBLIC OF PERU MINISTRY OF ENERGY AND MINES EMPRESA PROMOTORA BAYOVAR S.A. A PUBLIC INTERNATIONAL BID FOR A TURN-KEY CONTRACT WITH FINANCING FOR THE EXPLOITATION OF PHOSPHATES IN BAYOVAR - AREA II NO. PB-LPI-001-89

LEGAL NOTICES. NOTICE OF APPOINTMENT OF ADMINISTRATIVE RECEIVER. I, John Ross, Chartered Accountant, 100 Great Victoria Street, Belfast BT2 7AX, was appointed administrative receiver of SPERRIN INVESTMENTS LIMITED.

PROPERTY INVESTMENT & FINANCE. The Financial Times proposes to publish this survey on: 6th July 1989. For a full editorial synopsis and advertisement details, please contact: Joanna Dawson on 01-573 3269 or write to her at: Number One, Southwark Bridge London, SE1 9HL.

LEGAL NOTICES. NOTICE OF APPOINTMENT OF ADMINISTRATIVE RECEIVER. I, John Ross of Cork Gully, Chartered Accountant, 100 Great Victoria Street, Belfast BT2 7AX, was appointed administrative receiver of SHERARA TEXTILES LIMITED.

CONTRACTS & TENDERS. UPON request of the interested party, we herewith inform that the submission for the International Public Bid in its prequalification phase has been modified in accordance to the following schedule: - Sale of prequalification documents until June the 3rd, 1989. - Any consultation on the bidding documents can be made until June the 10th, 1989. - Act of opening of the proposals for prequalification June the 20th, 1989. - Publication of results will be on June the 30th, 1989. Lima, April the 28th, 1989

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

AUTHORISED UNIT TRUSTS

Main table containing unit trust information with columns for Unit Name, Unit Type, and Unit Price. Includes sub-sections like 'Barclays Unit Trusts Ltd', 'Fidelity Investments Ltd', etc.

GUIDE TO UNIT TRUST PRICING. Text explaining how unit prices are calculated, including details on net asset value, expenses, and rounding.



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FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

Main table containing unit trust information with columns for Unit Name, Price, Yield, and other financial metrics. Includes sub-sections for 'OTHER UK UNIT TRUSTS' and 'INSURANCES'.

OTHER UK UNIT TRUSTS

INSURANCES

Continued on next page

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

Main table containing unit trust information with columns for Name, Price, Offer, Yield, and various fund details. Includes sub-sections for MANAGEMENT SERVICES, OFFSHORE AND OVERSEAS, JERSEY (SIB RECOGNISED), LUXEMBOURG (SIB RECOGNISED), and GUERNSEY (SIB RECOGNISED).

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FT UNIT TRUST INFORMATION SERVICE

Table of FT Unit Trust Information Service listing various unit trusts, their prices, and performance metrics.

LONDON SHARE SERVICE

Table of London Share Service listing various British funds, commonwealth and African funds, and money market trust funds.

Handwritten Arabic text at the top center of the page.

ISLE OF MAN (\*\*)

Table of Isle of Man unit trusts.

LUXEMBOURG (\*\*)

Table of Luxembourg unit trusts.

OFFSHORE INSURANCES

Table of offshore insurance products.

OTHER OFFSHORE FUNDS

Table of other offshore funds.

INT. BANK AND O'SEAS

Table of International Bank and Overseas funds.

CORPORATION LOANS

Table of Corporation Loans funds.

Money Market Bank Accounts

Table of Money Market Bank Accounts listing various financial products and their details.

Money Market Trust Funds

Table of Money Market Trust Funds.

Notes and disclaimers at the bottom right of the page.

LONDON SHARE SERVICE

Latest Share Prices are available on FT Cityline. To obtain your free Share Price Booklet ring the FT Cityline help desk on 01-925-2128

AMERICANS - Contd. Table with columns: 1989, 1988, Stock, Price, Div, Yield, P/E. Includes companies like Amgen, Amstar, and Amstar.

BUILDING, TIMBER, ROADS - Contd. Table with columns: 1989, 1988, Stock, Price, Div, Yield, P/E. Includes companies like Balfour Beatty and Bovis Lend Lease.

DRAPERY AND STORES - Contd. Table with columns: 1989, 1988, Stock, Price, Div, Yield, P/E. Includes companies like Debenhams and Debenhams Group.

ENGINEERING Table with columns: 1989, 1988, Stock, Price, Div, Yield, P/E. Includes companies like BAE Systems and British Aerospace.

INDUSTRIALS (Miscel.) - Contd. Table with columns: 1989, 1988, Stock, Price, Div, Yield, P/E. Includes companies like British Airways and British Telecom.

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CANADIANS Table with columns: 1989, 1988, Stock, Price, Div, Yield, P/E. Includes companies like Alcan and Alcan.

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ELECTRICALS Table with columns: 1989, 1988, Stock, Price, Div, Yield, P/E. Includes companies like British Telecom and British Telecom.

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BANKS, HP & LEASING Table with columns: 1989, 1988, Stock, Price, Div, Yield, P/E. Includes companies like Abbey National and Abbey National.

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BEERS, WINES & SPIRITS Table with columns: 1989, 1988, Stock, Price, Div, Yield, P/E. Includes companies like Carlsberg and Carlsberg.

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LONDON SHARE SERVICE

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INSURANCES - Contd

Table listing insurance companies and their share prices, including Aviva, AXA, and others.

PAPER, PRINTING, ADVERTISING - Contd

Table listing paper, printing, and advertising companies and their share prices, including Newsprint and others.

TEXTILES

Table listing textile companies and their share prices.

TRUSTS, FINANCE, LAND - Contd

Table listing trusts, finance, and land companies and their share prices.

OIL AND GAS - Contd

Table listing oil and gas companies and their share prices.

MINES - Contd

Table listing mining companies and their share prices.

LEISURE

Table listing leisure companies and their share prices.

PROPERTY

Table listing property companies and their share prices.

TOBACCO

Table listing tobacco companies and their share prices.

TRUSTS, FINANCE, LAND

Table listing trusts, finance, and land companies and their share prices.

OVERSEAS TRADERS

Table listing overseas traders and their share prices.

THIRD MARKET

Table listing third market companies and their share prices.

PLANTATIONS

Table listing plantation companies and their share prices.

MOTORS, AIRCRAFT TRADES

Table listing motor and aircraft trade companies and their share prices.

Commercial Vehicles

Table listing commercial vehicle companies and their share prices.

Companys

Table listing various companies and their share prices.

Garages and Distributors

Table listing garage and distributor companies and their share prices.

NEWSPAPERS, PUBLISHERS

Table listing newspaper and publishing companies and their share prices.

SHIPPING

Table listing shipping companies and their share prices.

PAPER, PRINTING, ADVERTISING

Table listing paper, printing, and advertising companies and their share prices.

SHOES AND LEATHER

Table listing shoe and leather companies and their share prices.

SOUTH AFRICANS

Table listing South African companies and their share prices.

OIL AND GAS

Table listing oil and gas companies and their share prices.

MINES

Table listing mining companies and their share prices.

Central Rand

Table listing Central Rand mining companies and their share prices.

Eastern Rand

Table listing Eastern Rand mining companies and their share prices.

Far West Rand

Table listing Far West Rand mining companies and their share prices.

D.F.S.

Table listing D.F.S. mining companies and their share prices.

Diamond and Platinum

Table listing diamond and platinum mining companies and their share prices.

Central African

Table listing Central African mining companies and their share prices.

Finance

Table listing finance companies and their share prices.

Australians

Table listing Australian companies and their share prices.

IRISH

Table listing Irish companies and their share prices.

REGIONAL & IRISH STOCKS

Table listing regional and Irish stocks and their share prices.

TRADITIONAL OPTIONS

Table listing traditional options and their prices.

Property

Table listing property companies and their share prices.

Oils

Table listing oil companies and their share prices.

Mines

Table listing mining companies and their share prices.

This service is available to every company dealt in on the Stock Exchange throughout the United Kingdom for a fee of £953 per annum for each security.

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Profit taking hits dollar

PROFIT TAKING pushed the dollar lower on foreign exchanges yesterday amid some doubt about the future prospects for the currency. It was said in Tokyo that Japanese demand for three-year US Treasury notes, at Tuesday's part of this week's quarterly refunding auction, was disappointing leading to selling of the dollar in Tokyo.

There was a general pause for health yesterday and a move towards consolidation after the dollar's recent strong performance. The rise has taken the dollar through the previous top of its range at DM1.90, but has been held back by fears that central banks are waiting to set a trap for holders of long dollar positions.

As the market took profits, the dollar closed weaker in London, falling to DM1.8950 from DM1.9150; to Y134.40 from Y134.80; to SFr1.6925 from SFr1.7040; and to FF6.4325 from FF6.4675. On Bank of England figures the dollar's index fell to 82.2 from 83.4.

FINANCIAL FUTURES

Short sterling edges firmer

SHORT STERLING prices were marginally firmer in Life trading yesterday, after a small decline in cash market rates. However, the extent of the rise in contract prices was limited because most traders see little likelihood of a fall in interest rates just yet, and certainly not before the maturity of the near contract in June.

back as investors take profits at the higher levels. The June price touched a high of 86.95 yesterday before slipping back to finish at 86.92 compared with 86.87 at the opening and 86.89 on Tuesday.

West German bond futures finished on a firmer note as a stronger D-Mark helped to relieve upward pressure on cash rates. The June bond price recovered from a nervous start to finish at 93.23, up from 93.01 at the opening and 93.15 on Tuesday.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns: Country, Unit, Rate, % change from central rate, % change against divergence, Divergence limit %.

POUND SPOT - FORWARD AGAINST THE POUND

Table with columns: May 10, Day's spread, Close, One month, Three months, % p.a., % a.a.

DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

Table with columns: May 10, Day's spread, Close, One month, Three months, % p.a., % a.a.

EURO-CURRENCY INTEREST RATES

Table with columns: May 10, Short term, 7 days, One month, Three months, Six months, One year.

EXCHANGE CROSS RATES

Table with columns: May 10, £, \$, DM, Yen, Ffr, Lira, C\$, Sfr.

£ IN NEW YORK

Table with columns: May 10, Last, Previous Close.

STERLING INDEX

Table with columns: May 10, Previous.

CURRENCY RATES

Table with columns: May 10, Bank, Special, European Currency Unit.

CURRENCY MOVEMENTS

Table with columns: May 10, Bank, Morgan, Currency Changes %.

OTHER CURRENCIES

Table with columns: May 10, £, \$, DM, Yen, Ffr, Lira, C\$, Sfr.

MONEY MARKETS

UK rates steadier

UK INTEREST rates were relatively steady in London yesterday, reflecting a slightly more relaxed tone, as sterling showed an overall improvement in currency markets.

the afternoon of 291m through further eligible bank bill purchases in hand 1 at 12 1/4 per cent. Late bid came to £110m, making a total of £326m.

In Frankfurt, the Bundesbank accepted bids of DM12.1bn at the latest sale and repurchase tender at between 6.5 per cent and 6.5 per cent.

FT LONDON INTERBANK FIXING

Table with columns: 3 months US Dollars, 6 months US Dollars, 90 days, offer 10, 90 days, offer 10.

MONEY RATES

Table with columns: NEW YORK, Treasury Bills and Bonds, (Lunchtime), One month, Three month, Six month, One year.

LONDON MONEY RATES

Table with columns: May 10, Overnight, 7 days, One month, Three months, Six months, One year.

EUROPEAN OPTIONS EXCHANGE

Table with columns: Series, May 89, Jun 89, Aug 89, Nov 89, Stock.

BASE LENDING RATES

Table with columns: Bank, Rate, Bank, Rate, Bank, Rate.

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CROSSWORD No.631 Set by HIGHLANDER. 1 The idiot sent back a hard scutcher (6). 2 Facial feature on a male or... (8). 3 Colonel is said to be a very eccentric person... (7). 4 Deal arbitrarily with incorporated member, it's claimed (7). 5 Amusing or original fool (9). 6 Proceeds to provide assistance denied in the past (8). 7 Support Channel link with this result (7). 8 Too organised to be a loser, they say (4-5). 9 Sailor has a way with him in foreign parts (6). 10 As if such an erratic source of intense light inside (5). 11 Would-be seducer turned to run (4). Solution to Puzzle No.630.

WORLD STOCK MARKETS

Handwritten note: "ماترنا لاجل"

Main table of world stock markets including sections for Australia, Belgium/Luxembourg, Denmark, Finland, France, Germany, Greece, Hong Kong, India, Japan, Korea, Malaysia, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, Taiwan, Thailand, Turkey, and the UK. Each section lists various stocks with their prices and changes.

Canada section containing Toronto 4pm prices May 10, listing various Canadian stocks and their market performance.

Indices section containing Dow Jones, NYSE Composite, and various international indices with their values and percentage changes.

Tokyo - Most Active Stocks section listing active Japanese stocks and their prices.

Advertisement for Financial Times featuring a coupon for a 12-issue free trial subscription. Includes contact information for Wif Brüssel and a small image of the newspaper.

4pm prices May 10

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices, volume, and other market data. Columns include 12 Month High/Low, Stock Name, Div. Yld., P/E, Bid, Ask, and Close Price.

Continued on Page 41

Handwritten signature or scribble at the bottom of the page.



NYSE COMPOSITE PRICES

Main table of NYSE Composite Prices, organized into columns for 12 Month High/Low, 18 Month High/Low, and 24 Month High/Low, listing various stocks and their prices.

OVER-THE-COUNTER

Nasdaq national market, 3pm prices May 10

Main table of Over-the-Counter prices, listing various stocks and their prices, organized into columns for 12 Month High/Low, 18 Month High/Low, and 24 Month High/Low.

AMEX COMPOSITE PRICES

4pm prices May 10

Table of AMEX Composite Prices, listing various stocks and their prices, organized into columns for 12 Month High/Low, 18 Month High/Low, and 24 Month High/Low.

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AMERICA

Dow breaks through after long run of daily declines

Wall Street THE Dow Jones Industrial Average finally broke out of its long run of daily declines yesterday although the gain was minimal, writes Janet Bush in New York.

The drift downwards has been more notable for its rarity than for what it says about the state of the market. The losses have been very small in the context of some of the very large daily fluctuations seen recently.

It was a sharp fall in bond futures on rumours that the three-year auction was going poorly on Tuesday afternoon which provoked the only real selling in an otherwise fairly stable day.

to show both robust demand and higher inflation than in March. The consensus forecast for retail sales is for a rise of 1.3 per cent due to a rebound in car sales related to incentive schemes.

Newmont Mining was one of the most actively traded issues on the New York Stock Exchange and jumped \$1 to \$40 on bid speculation.

disapproval of any takeover by Pan Am. Blockbuster Entertainment dropped \$4 to \$26 in active trading after an assault on the company by analysts.

EUROPE

Interest focuses on company figures and speculation

A STEADY flow of company results and sporadic speculation added interest to European bourses yesterday, but most ended lower nevertheless, writes Vur Markets Staff.

was relieved when the group announced a DMS90 warrant bond - the stock had been under pressure recently amid speculation that VW was planning a rights issue, said one analyst.

Tuesday's as foreign interest kept the market going. The Comit rose 2.14 to 603.32. Toro Assicurazioni lost L200 to L20,400 after its parent company announced profit up 13.5 per cent.

for the year of FF806, up FF77, as speculation continued about possible share swaps or a takeover. Zodiac, which makes rubberised air chutes, went limit up for the second consecutive session, ending FF23 higher at FF1,154.

Schuitema, the retailer, gained FI 75 to FI 1,625 after a former shareholder failed to regain his stake through court action. The verdict was said to enable Abold, majority stakeholder, to buy out remaining Schuitema shareholders.

another annual high of 5,960.58, up 9.91 points. Leading holding Societe Generale edged BF76 lower to BF74,690 after announcing a BF24.60 group loss in 1988.

ASIA PACIFIC

Nikkei slips as turnover weakens

Tokyo SPECULATION about higher interest rates, together with arbitrage activity, undermined an early show of strength and share prices slipped on very thin volume yesterday, writes Michiko Nakamoto in Tokyo.

percentage point had already been taken into account. Yesterday, speculation that the increase would be 1 point - and that it could take place as early as tomorrow - rekindled fears about the effects such a rise would have.

closed down Y10 at Y1,900. Among electricals, Sanken, a leading maker of semiconductor, advanced Y80 to Y1,190. It was selected as a lagging issue, as well as on the strength of buoyant demand for its home electric appliance parts.

by the group, Bond Media and Bell Resources were both unchanged at 33 cents and 89 cents respectively, while the Bell Group added 13 cents to 78 cents.

GOLD shares closed slightly firmer after a generally trendless day, propped up mainly by local currency weakness and a steady bullion price.

financials mostly followed higher, but industrials drifted aimlessly in lacklustre trading in response to the tightening of monetary policy announced last week.

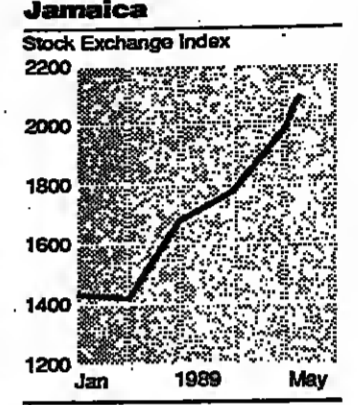
Jamaica proves a hot spot as shares top highs

Hilary de Boerr on the surge in corporate and political optimism

THINGS are hotting up in Jamaica's emerging stock exchange, one of the smallest in the world. In the past three trading sessions, the market has notched up daily all-time highs, breaking the 2,000 level on the stock exchange index for the first time ever.

Domestic institutions have been buying madly after a two-year hiatus, according to Mr Oliver Chen, director at Paul Chen-Young & Co, the Kingston-based brokers, with demand inspired not only by the good political scene and economic fundamentals but also by the feeling that the inflation rate is on the way up and that stocks might prove a good hedge.

with the 12-15 seen in early 1987. Politics has also played a large part in the present rally, which was unleashed by the general election in early February. Initial concern over possible anti-business policies from Mr Michael Manley, leader of the newly-elected social democratic People's National Party (PNP), soon dissipated on indications that the status quo would be maintained.



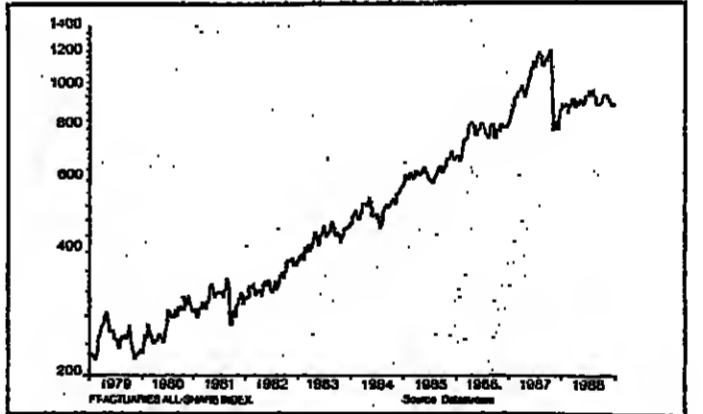
taken share prices about 45 per cent higher this year. The economic fundamentals are promising. Companies are reporting sharply higher profits, with an average rise of more than 30 per cent last year, according to Mr Wain Kon, general manager of the Jamaica Stock Exchange.

The stock market index closed at 2,092.23 on Tuesday - trading takes place on Tuesdays and Thursdays only - and probably has further to go, said Mr Chen. He anticipates a fresh injection of liquidity into the market next month as a result of the public offer by Lascelles de Mercado, the holding company, for the remaining 49 per cent of Ray Nephew Group, the rum and liqueurs producer, at a cost of about \$120m (US\$21.7m). About 30 per cent of the sum could make its way back into the market and boost share prices, said Mr Chen.

SOUTH AFRICA

GOLD shares closed slightly firmer after a generally trendless day, propped up mainly by local currency weakness and a steady bullion price.

financials mostly followed higher, but industrials drifted aimlessly in lacklustre trading in response to the tightening of monetary policy announced last week.



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FT-ACTUARIES WORLD INDICES

Table of FT-Actuaries World Indices. Columns include National and Regional Markets, US Dollar Index, Pound Sterling Index, Local Currency Index, Day's change, Gross Yield, US Dollar Index, Pound Sterling Index, Local Currency Index, 1989 High/Low, 1988 High/Low, and Year ago (approx).

ACCOUNTANCY COLUMN

# The race is on to replace a rare commodity

By Richard Waters

IF YOU are a graduate being sucked into that great brain drain, the accountancy profession, then look at the person next to you: chances are that he or she is a school-leaver, a German or a computer.

These are some of the answers that accountancy firms are coming up with to the challenge of finding resources to cope with their expected growth over the next decade while the British graduate is becoming a rare commodity.

The impending graduate shortage was thrown into sharp relief in a report from the Institute of Manpower Studies earlier this week.

The 25 per cent drop in the number of 18-year-olds and the introduction of student loans in 1986 signal a falling-off in graduate numbers at a time when demand is likely to be growing at an uninterrupted rate. In 1992 the supply will begin to drop, the report says.

The accountancy profession is particularly affected by this. Nearly one in six graduates goes into employment in 1987 going into an accountancy training course. Peat Marwick McLintock took more than 1,000 graduates last year - almost as many as the entire intake into social work.

A number of responses to the shortage are being considered. They include:

- Bringing more school leav-

ers into the profession. Arthur Young is the only large firm to have seriously tried this. It aims to get up to 20 per cent of its annual intake from schools rather than universities.

The school leavers train with the Association of Accounting Technicians. The brighter and more ambitious ones will go on to qualify as chartered accountants.

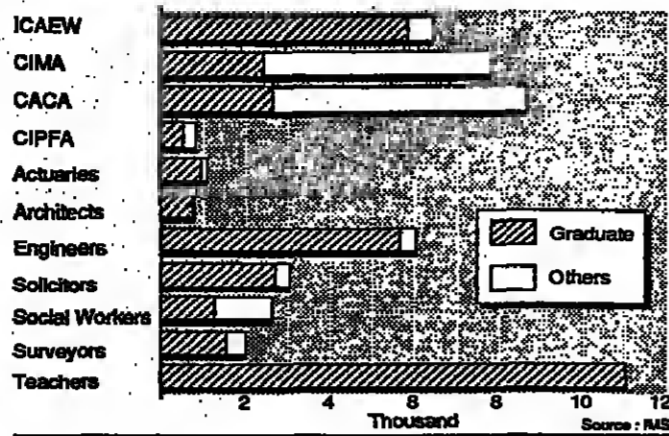
The Institute of Chartered Accountants in England and Wales does not make this easy. Only those with a distinction in their AAT examinations can go on to train as chartered accountants (until the end of last year the rule was even stricter with a distinction needed in both intermediate and final AAT exams).

Some say this smacks of a restrictive practice, while the ICAEW says that it has a responsibility to only allow people into training contracts if they have a fair chance of qualifying.

Employers seem prepared to bide their time in this situation. "The Institute sets its starting point quite high - we might say, unrealistically high. But then, we want to feel our way in seeing how these things work out as well as the Institute," says Mr John Howells, head of auditing at Arthur Young.

The crunch, if any, will come when a firm like Arthur Young has young people that it wants

## Graduate intakes to selected professions - 1987



to train as chartered accountants who will not be accepted by the Institute. This day is still some way off.

• Redesigning working practices. The emergence of school leavers in audit firms fits neatly with a process of deskilling that is taking place in auditing. As tasks are automated, it is possible to turn more of the work over to technicians rather than fully-qualified professionals.

This also makes life more interesting for the graduates working on audits. They no longer spend their formative years number-crunching their

management trainees are identified at an early stage. But perhaps by then the accountancy firms will have turned themselves from partnerships into companies anyway.

• The automation of work is likely to extend much further than the use of portable computers to organise work. Expert systems offer the possibility of duplicating some of the thought processes of highly skilled professionals.

• Recruiting graduates from other European countries. As the shortage of UK graduates begins to bite, firms may look for overseas recruits - thanks in part to the planned mutual recognition of professional qualifications in the European Community.

Peat Marwick is exploring this route. It is helped by its willingness to take general graduates, whereas Continental accountancy firms look almost exclusively to graduates with relevant degrees.

UK firms have an advantage over their Continental counterparts because a UK graduate can qualify at the age of 24. A German graduate generally does not become fully qualified until the age of 30. It may be possible to attract a young German to Britain to qualify to take advantage of the age difference, says Mr Clifford.

One advantage accountancy firms have over other UK recruiters looking to the Continent is that they have contacts through their local offices. They will escape the problem described by the IMS, of not knowing where to go to recruit or how to make judgments about European graduates.

This cross-border recruitment is going on in other areas, says the IMS - Seimans, Thompson and Phillips are recruiting in the UK. The movement of managerial and professional staff is presently away from, rather than towards, the UK: three times as many left for Europe in 1986 than came to this country.

Most accountancy firms have spent much of the last two or three years looking at their retention rates for newly qualified staff and trying to improve them.

The most obvious is Coopers & Lybrand, which two years ago found it hard to increase staff numbers. For a professional firm whose success depends on its staff base, this was potentially disastrous. Things have since improved - thanks partly to the introduction of company cars for the key group of young, recently qualified staff.

The next few years are likely to be just like the last in at least one way - it will be a wonderful time to be an accountant.

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Please contact ANDREW FISHER for further information on 01-404 3155, or write to him at Alderwick Peachell & Partners Ltd., Accountancy and Financial Recruitment, 125 High Holborn, London WC1V 6QA.

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c. £27,500, Car

To join this successful company, part of a respected quoted group, manufacturing and marketing a wide range of high quality products with extensive applications in both home and export markets. Reporting to the Managing Director responsibility is for the total financial function, requiring the presentation of management and statutory accounts to strict reporting deadlines, with strong emphasis on the commercial interpretation of the prepared information. Additional key tasks include the imposition of tight budgetary and cash flow controls and the upgrading of the computerised systems. Candidates aged 30 to 50 must be qualified accountants, already successful financial managers in a fast moving manufacturing environment utilising fully developed computerised information systems. They will be motivated by this challenging career opportunity to make a major contribution to the further development of an expanding business.

Male or female candidates should submit in confidence a comprehensive C.V. or telephone for a Personal History Form to, A.D. Kelly, Hoggett Bowers plc, 4 Mosley Street, NEWCASTLE UPON TYNE, NE1 1DE, 091-232 7455, Fax: 091-261 8438, quoting Ref. N19019/FT.

## Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD, WINDSOR  
A Member of Blue Arrow plc

## Financial Controller (Property Development)

Middlesex. c. £32,000 plus fully expensed car

This highly successful plc property developer has been building homes and flats throughout the Greater London area for more than twenty five years. Because their market sector is buoyant the company now seeks to strengthen the management team by the appointment of a high calibre Financial Controller.

Reporting to the Finance Director, the successful candidate will be responsible for the financial management of the company and become involved with business decisions and advise the Board accordingly.

Candidates, aged 28 to 35, should be qualified Accountants and well skilled in the use of computerised accounting systems and must have a positive personality with good communication skills. In return you can expect an excellent remuneration package including a fully expensed car and non-contributory pension scheme.

Interested applicants should send a comprehensive curriculum vitae enclosing details of current salary and a daytime telephone number to:-

**HODGSON IMPEY**

Andrew Sales FCCA. (Ref 035)  
Director  
HODGSON IMPEY SEARCH & SELECTION LIMITED  
50 Pall Mall London, SW1Y 3JQ

## FINANCE DIRECTOR - ENERGY CONVERSION INDUSTRY MANCHESTER

A chance to become a key member of management in a company which, since formation, five years ago has become the acknowledged leader in its field.

Combined Power Systems Limited, has developed and produced the most technically advanced combined heat and power (C.H.P) unit. The market for independent power production is poised for explosive growth in the energy and environmental conscious 1990's.

The new position offers a unique opportunity to exert commercial influence with financial responsibility. There is also the prospect of an equity option in the short term.

Combined Power System is looking for someone with expertise initiative, drive and enthusiasm. He or she will have proven accounting skills, the ability to develop corporate management information systems and the desire to become involved in all aspects of commercial and operational management.

If that is how you see yourself, then we look forward to receiving a letter from you enclosing a full C.V., and addressed to:

David Broadbent  
Combined Power Systems Limited  
PO Box 88  
Sackville Street  
Manchester M60 1QD

**CENTAUR ENERGY PACKS**  
BY COMBINED POWER SYSTEMS LTD



## Taxation Advisors Oil Industry Based Woking, Surrey

Phillips Petroleum Company United Kingdom Limited has played a pioneering role in the production of oil and natural gas for Britain. It continues to be in the front rank of exploration and development activities with ambitious plans for expansion in the future. This has created additional opportunities in the Taxation group for people who want to be part of an exciting and challenging environment.

### Senior Taxation Advisor £ Highly Attractive

The successful candidate will be involved in a wide variety of work including petroleum revenue tax, corporation tax and some exposure to foreign tax matters.

Candidates must possess a solid knowledge of corporation tax gained within either a commercial or public practice environment.

Taxation advice is often required on a number of technical issues including acquisitions, financing strategies and project planning. Experience of oil related taxes would be advantageous but is not a prerequisite.

Candidates must be able to demonstrate a high degree of interpersonal ability since communicating effectively both internally and externally is an essential element of the job.

Salary will be commensurate with the seniority of the appointment and will include provision of a car.

### Taxation Advisor £ Highly Attractive

A qualified Accountant is sought to fill this position which offers a challenge to a young individual to play an active role in a dynamic environment.

The successful candidate will have gained a good practical understanding of taxation principles and will be looking to expand their experience.

Work will encompass corporation tax, petroleum revenue tax, employee tax matters and involvement in the development of project economics.

The successful candidate will receive training in areas they have not encountered and therefore must possess a willingness to learn.

An attractive salary is offered together with other benefits associated with a progressive Company.

Phillips Petroleum Company United Kingdom Limited is an equal opportunities employer and offers excellent career progression for high calibre individuals. Relocation assistance will be offered where appropriate.

To find out more regarding these two excellent opportunities contact Graham King or Chris Nelson on 01-831 2000 (evenings and weekends on 01-785 6543) or write to them at the Taxation Division, Michael Page Finance, 39-41 Parker Street, London WC2B 5LH.

In the first instance all respondents will receive a general job description and a Company information pack.

Neither names nor details of respondents will be disclosed to the client without express permission.



**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## THE BREWERS' SOCIETY

### CHIEF ACCOUNTANT

The Brewers' Society is the national trade association for the UK brewing industry, carrying out a wide range of representational and advisory functions for the industry. The Society has eleven specialist departments, whose work is supervised by the Director and the Secretary of the Society.

The Chief Accountant is responsible to the Finance Secretary for the accounting functions of the Society and its subsidiary/associated companies and for the supervision of supporting accounts department staff, preparation of management accounts and budgets and of year-end and consolidated statutory company accounts.

Candidates must be fully qualified in accountancy and have previous experience of company financial accounting and computer systems.

Salary up to £25,000. Benefits include 2.5% contributory pension scheme; free life cover, permanent health insurance and BUPA.

Please write in confidence, enclosing a full CV, to:  
Mrs R M Donovan, Personnel Officer  
The Brewers' Society  
42 Portman Square  
London W1H 0BB

## Financial Directors

To secure the best appointments at senior level needs more than good advice, accurate objectives and succinct presentation.

We not only provide career advice to successful executives but also a unique facility to bridge the critical gap between counselling and the right job. Our unique data base of unadvertised vacancies is generated equally by search and selection consultants and employers, providing access to over 6,000 unadvertised vacancies per annum and to the only confidential 'Placement' Service.

If you are considering a move or need a new challenge - telephone for an exploratory meeting, without obligation.

InterExec SMI Plc,  
Landscape House, 19 Charing Cross Road,  
LONDON WC2H 0ES. Telephone: 01-930 5041

**Senior Financial Managers**

## Operational Review

£24,500 + Car

A leading FMCG group of companies is now seeking to recruit highly-motivated individuals, initially, to strengthen their internal audit department.

### Operational Auditor

The operational auditor should have a recognised accounting qualification, and be capable of working independently. The job content will include financial, operational and VFM reviews in all parts of the Group. There will also be an element of overseas travel, and a major European language is, therefore, desirable.

### Computer Auditor

The computer auditor should be an experienced DP professional. A recognised accounting qualification would be desirable, but relevant experience is considered more important than a formal qualification. Familiarity with all audit aspects of computer systems and installations using the latest technology is essential. The work would primarily be undertaken in the UK, but a major European language would be an asset.

These posts can be located either in North West London, or the North West of England.

A competitive salary package of up to £24,500 + fully-expensed car is offered, together with an attractive range of benefits, including: non-contributory pension scheme, medical insurance and life assurance.

Please apply in writing, enclosing a full CV, and details of current remuneration package, to Ref. RFL 840, to the address below. Please list separately any companies to which your information should not be forwarded.

**ROBERT MARSHALL ADVERTISING LIMITED**

44 Wellington Street, London WC2E 7DJ

## Finance Manager

### PLANNING AND DEVELOPMENT

LONDON, c.£35,000 + CAR

AGE c.28

This new position at the centre of a prominent retail group is an exciting opportunity for a fast-track qualified accountant requiring a key corporate role as a broadening career development step. The Group is currently poised to pursue significant business developments both organically and by acquisition, thus presenting an invigorating and challenging time for the person appointed.

Directly reporting to the Group Finance Director, you will be a part of a small and elite central management team. A major task will be assisting in the appraising and subsequent

implementation of acquisitions and internal developments. You will also have responsibilities for group cash management, financial planning and forecasting, systems improvements and management reporting to the Board. Prospects for significant promotion into a line role are excellent.

This is a high profile position and as such you will need to quickly establish personal credibility with the senior management team. Ideally you should either have had 2 to 3 years' sound post-qualification commercial experience or be a 'high flyer' from the profession with good investigations experience. Most importantly your

personal attributes must include well-attuned commercial awareness, a keen sense of humour and the marked ambition to succeed.

Resumes please, including a day time telephone number to Chris Haworth, quoting Ref: CH585, Coopers & Lybrand Executive Resourcing Limited, Shelley House, 3 Noble Street, London EC2V 7DG.

Executive Resourcing  
Coopers & Lybrand

## GROUP FINANCE DIRECTOR

Southampton

c. £60,000 plus generous benefits including car and substantial share options

Following the recent £224 million management buy-out from Hanson, Alders is looking to appoint a top-flight Group Finance Director.

This £600 million turnover group comprises Alders Department Stores, one of the largest department store groups in the U.K. with eleven stores located mainly in the south-east, including the 340,000 sq. ft. Alders of Croydon, and Alders International, one of the largest duty-free operators in the world, with outlets in the U.K., Canada and Australia. The growth prospects for both businesses are exceptional.

Reporting to and working closely with the Group Chief Executive, the successful candidate will be responsible for investor relationships, financial reporting, treasury and international tax planning. A

**ALDERS**  
DEPARTMENT STORES



substantial amount of time will be spent in the operating companies, gaining an understanding of the key commercial factors influencing the performance of the different businesses.

Applicants should be Chartered Accountants in their early thirties to

early forties whose sound technical ability in all aspects of the finance function may have been gained either at senior level within the profession or through working in a consumer orientated commercial environment. This opportunity will appeal to an ambitious and highly-motivated man or woman, and salary is unlikely to be a limiting factor for an outstanding candidate.

Please send a comprehensive career resume including salary history and day-time telephone number, quoting ref. 3028, to G. J. Perkins, Executive Selection Division.

**Touche Ross**

Thavies Inn House,  
3/4 Holborn Circus,  
London EC1N 2HB.  
Telephone: 01-353 7361.

## GROUP FINANCE AND PLANNING DIRECTOR

Monte Carlo based

c.£50,000+

Our client is a substantial and successful international ship management and owning group with a headquarters staff in Monte Carlo exceeding 150 and offices to the U.K., U.S.A. and northern Europe.

Our task is to help recruit an outstanding financial executive to play a key role in the group's future growth.

The successful candidate will report directly to the group chief executive and will be responsible for developing corporate planning in addition to overseeing the group's financial management and accounting. It is expected that appointment to the holding company board will follow after a satisfactory period of familiarisation with the group's activities and financial planning and control systems.

Ideal candidates will be computer literate accountants, probably aged 35/40, with an early background in the accountancy profession and subsequent first-hand experience in the management of accounting, control information and corporate finance in a public group engaged in international trading or investment. A natural leader is required able to contribute in commercial decision making and with the ability to communicate at all levels in a multi-national environment. Although not mandatory, knowledge of the shipping industry and experience of working in Europe would be an advantage.

The starting salary will be negotiable around the equivalent of £50,000 sterling, paid tax free. The attractive benefits package includes profit related bonus, non-contributory pension scheme and medical insurance.

Please write in the strictest confidence, quoting reference number 15697, with full career and remuneration history to:

Norman Farrant, Director, Executive Selection Division,  
Moore Stephens Associates Limited, 1 Snow Hill, London EC1A 3DH.

**MOORE STEPHENS ASSOCIATES**  
MANAGEMENT CONSULTANTS

## FINANCIAL ACCOUNTANT

Recently-qualified ACA for Group Financial Control

c.£25k + car

Lex Service Plc is one of the world's most outstandingly successful service organisations with diverse interests from automotive retailing to computing and electronics component distribution.

We are innovators and initiators of change, using the most progressive management practices to continue the development of our already extensive business on a global scale.

Reporting to the Group Accountant, this is a highly visible role at the Corporate centre of our international activities. As a recently qualified professional possibly with a Big Eight practice, you will apply your up-to-the-minute knowledge of modern financial accounting techniques to: high level reporting and financial control; critical analysis of actual business results, annual budgets

and strategic plans; systems development and special exercises. You will also be involved in computerised financial systems development. Joining a young and progressive finance team, you will be ambitious to make rapid and far-reaching progress. You will have the opportunity to make a measurable impact within the business and promotion can lead to high level responsibilities in one of our business operations. Initial salary will be around £25,000 p.a. plus car and comprehensive benefits. Career prospects are exceptional.

For further information, please telephone or send your c.v. to Richard Brewer, Group Personnel Controller, Lex Service Plc, Lex House, 17 Connaught Place, London W2 2EL. Tel: 01-723 1212.

- Lex Bookends
- Lex Head
- Share & Biller
- Client Site
- Staff
- Case Files
- 105
- Video Conferences
- Lex Vehicle Leasing
- Lex Systems Training
- Harvey Plot
- Lex Computers
- Lex English
- Lex Conferences
- Lex Electronic
- James
- Magal
- London
- Harvey Computers
- Harvey Systems
- Harvey
- Lex Computer Systems

**Lex**  
SERVICE

## Financial Director

Lancashire around £25,000 + bonus, car

The company is an £8million turnover business distributing automotive accessories and spares in high volumes to a wide range of wholesale and retail customers, and is part of an expansion-minded British industrial group.

The Financial Director, managing a dozen staff, is responsible for all aspects of accounting and DP. It is very much a shirtsleeves role with the emphasis on implementing and developing management systems and financial controls in a fast-moving business.

Candidates, male or female, probably in their early/middle 30s, must be qualified accountants experienced in applying computerised financial management controls and information systems in manufacturing industry or distribution.

Salary negotiable around £25,000 plus bonus, company car and excellent benefits package including relocation help if needed.

Please send full career details, in confidence, to D. A. Ravenscroft.

**Ravenscroft & Partners**

Search and Selection  
20 Albert Square, Manchester M2 5PE

## Finance Director

One of the country's leading privately owned groups of precision engineers with worldwide sales of over £10m, is re-aligning its strategy. With new objectives identified, the group is well placed to exploit its impressive experience in the market.

The first, critical stage in this development is the appointment of a Finance Director Designate, based at their West London headquarters, who will actively influence the future direction of the group and develop financial policies and procedures. Reporting to the Chief Executive, your principal responsibilities will be to provide financial information and advice to the board, maintain strict controls and implement more sophisticated financial reporting disciplines. Success and impact will lead to your early appointment to the board.

You will be a qualified accountant, aged 35-45, with broad commercial experience gained in a senior role in a manufacturing environment. In addition, you must have the authority and sensitivity to develop and maintain constructive working relationships at all levels throughout the operating companies.

In the first instance please write to Neil Jones quoting Ref MD2121, at Macmillan Davies, Salisbury House, Bluecoats, Hertford, SG14 1PU. Telephone (0992) 552552.

... create the climate for change

c. £35,000 + bonus + car



**Macmillan Davies**

M A N A G E M E N T S E L E C T I O N

## Financial Controller

Construction

East Midlands Total c. £30,000 p.a. + car

An established construction contracting company based in the East Midlands (T/O c. £25m) wishes to appoint a Financial Controller. Accountable to the Financial Director the Financial Controller will be responsible for all aspects of the accounts function, treasury management and management information. The Company is at an advanced stage of applying IT to construction management, following several years of pragmatic development, and the Financial Controller will have the opportunity to consolidate and lead further innovations to create a leading company in the sector. Candidates must be qualified

accountants; computer literate; experienced in construction contracting or an allied contracting activity and have held management responsibility in accounting. Age is not critical; maximising the function of (potential) experience is of greater relevance.

Salary up to £25,000 p.a. + profit share (previously c. 20%); car; PHI; PPP; pension scheme. Assistance with removal expenses if required.

Please write with full c.v., quoting reference 267/FT. No information will be disclosed without permission.

**William MILNER**  
Management and Selection Consultant

1 Spencer Parade,  
Northampton NN1 5AA.  
Tel: Northampton (0604) 259288.

## EUROPEAN FINANCE CO-ORDINATOR

INTERNATIONAL SERVICE ORGANISATION

London, Paris or Amsterdam based to £30,000

Through an intensified and assertive acquisition programme, this fast-growing organisation continues to strengthen its market position within a highly competitive global environment.

With a clear objective of maintaining its leading European position, the company now seeks a key individual to complement its existing management team.

Reporting to the Group Finance Director at Corporate Headquarters in New York, you will play a leading role in the control, co-ordination and integration of operations throughout London, Paris, Amsterdam, Milan, Madrid, Frankfurt and Stockholm.

Essentially a trouble-shooting role, there will also be involvement in the monitoring and provision of business data and the development of management information systems. This will require extensive liaison with European financial management and substantial international travel is therefore envisaged.

Seen as an outstanding opportunity for a young, ambitious newly qualified accountant to join this enterprising group, successful candidates must be strong communicators, self-motivated and illustrate a degree of flexibility.

Interested applicants should telephone Shelley Kalar on 01-437 0464, or write to her, enclosing details, at the address below.

**ROBERT • WALTERS • ASSOCIATES**  
RECRUITMENT CONSULTANTS  
Queens House 1 Leicester Place London WC2H 7BP  
Telephone: 01-437 0464

# Company Secretary

**Cambs to £30,000 + Car**

Our client is an extremely successful and highly acquisitive plc within the communications sector. Having achieved the reputation of being one of the fastest growth companies within the UK, it is regarded as a major force within its competitive sector.

This is an ideal opportunity for a capable, ambitious individual who must be able to demonstrate a strong desire to be part of a highly motivated and professional management team. The position will suit candidates with a financial or legal background, preferably within industry or commerce, aged late 20s/early 30s.

Tasks will encompass all aspects of the company secretarial function associated with a dynamic and progressive plc in addition to continual involvement in ad-hoc assignments

and exposure to senior management.

This is an excellent opportunity to join a lively group and relocation assistance will be provided where appropriate.

Please telephone or write enclosing full curriculum vitae quoting ref 322 to:  
Philip Cartwright FCMA,  
97 Jermyn Street,  
London SW1Y 6JE  
Tel: 01-839 4572

**Cartwright Hopkins**

FINANCIAL SELECTION AND SEARCH

## Specialist Internal Auditor

City

FSA & SRO experience

Qualified/unqualified accountant

Age to 30

Salary £24-£27K plus mortgage subs, bonuses and generous banking benefits

## YAMAICHI

Yamaichi Securities is one of the world's leading securities houses, with 40 offices spanning 24 major financial centres.

In London, Yamaichi International (Europe) is its European flagship employing over 350 people from twelve countries, and is currently celebrating 25 years in the City.

A key position has arisen in its vital compliance department for an articulate and conscientious specialist internal auditor.

While candidates will probably be qualified accountants, it is more important that they are well-versed in the intricacies of the FSA and SRO rules, in particular TSA.

Male or female candidates should submit in confidence a detailed cv to Mrs Kath Lawrence, Personnel Department, Yamaichi International (Europe) Limited, Finsbury Court 111-117 Finsbury Pavement, London EC2A 1EQ Telephone: 01-638 5599

Yamaichi International (Europe) Limited  
Member of The Securities Association Member of The International Stock Exchange

## Group Management Accountant

Streetwise FCMA

This new appointment reports to the Group FD and could lead to significant career development openings. It is with a dynamic and successful industrial group turning over in excess of £150 million through some 20 operating companies engaged in manufacturing, engineering and high volume merchanting.

Working out of the head office in Cheshire, the principal role will be to strengthen costing, pricing and management controls across the group and install new systems where necessary. It is a proactive role, mainly in the field, and will also include special projects and troubleshooting and some involvement at peak

£25,000-£30,000 plus car

times in financial accounting areas. Candidates must be FCMA, probably in their late 20s/early 30s, but possibly much older. They must have had broad management accounting experience, either in a similar role or possibly as financial manager of a small manufacturing company; in either case they must also have the necessary analytical skills and the personal clout to convince top company management.

Initial salary £25,000-£30,000 plus car and excellent benefits package including relocation help if needed. Please send full career details, in confidence, to D. A. Ravenscroft.

**Ravenscroft & Partners**

Search and Selection  
20 Albert Square, Manchester M2 5PE

## AMBITIOUS FINANCIAL ACCOUNTANTS

E. Midlands  
Excellent Salary Packages

### The Company

The Laboratory Supplies Group of Fisons Scientific Equipment Division serves the needs of scientists throughout the U.K. and worldwide for equipment and consumables. The Group is organized into a number of discrete business units each with their own financial management teams reporting into a central L.S.G. finance function.

### The Positions

Exciting opportunities exist in both our Operations area and in Central Group Finance. In Operations the emphasis is on transactional accounting and financial control of the distribution functions of each business unit, development and enhancement of systems, budgetary control and reporting to meet objectives and timetables and improve profitability and return on capital.

In Central Group Finance the emphasis is on consolidation of

results from each business unit for presentation to Group management and Division, as well as the ongoing development of financial models, reporting processes and strategic plans.

### The Applicants

Qualified Accountants with at least 3 years' experience within a divisionalised medium to large company.

### The Rewards

Excellent salary packages, big company benefits, including cars for some positions, and the chance to join a rapidly expanding and highly successful plc, where your career will develop as fast as your talent allows.

To apply please contact: The Personnel Department, Fisons Scientific Equipment, Bishop Meadow Road, Loughborough, Leics. LE11 0RG. Tel: (0509) 231166.

Applications are welcome from all irrespective of race, sex or disability.

## Lucas Automotive

# Financial Management Career Development in the Lucas Group

Lucas, the multinational group, is enjoying the benefits of extensive restructuring. Enhanced competitiveness and customer service are bringing increased profits and the group is taking full advantage of the international development of its markets.

A leading division within the group's automotive business will shortly appoint a small number of key financial personnel. The successful candidates will immediately take charge of critical functions either in the Divisional Headquarters in London or in operating companies elsewhere in the UK.

Each candidate will have a planned programme of development offering the experience necessary to move rapidly into the higher echelons of management within the group.

Candidates will be qualified accountants in the likely age range 24 to 32. They will probably already have industrial experience although consideration will be given to outstanding ACAs seeking a first move from the profession.

Candidates should be able to demonstrate strong commercial awareness and a commitment to their own career development. These will be highly visible positions and final selection decisions will be made at director level. Highly attractive remuneration packages reflecting the seniority of these appointments will be negotiated.

To apply, or for an initial discussion, please contact: Anthony Jones, Career Plan Ltd., 33 John's Mews, London, WC1N 2NS, tel: 01-242 5775, (or 01-348 3641 between 7.30 pm and 9.30 pm).

**Career plan**  
LIMITED

Personnel Consultants

# FINANCIAL CONTROLLER

Central London c.£30k+car+bonus

Our client, Worldwide Television News, is the world's leading independent television news service company with offices in 14 countries and camera crews operating throughout the world. The company is owned by ITN, American Broadcasting Corporation and Channel 9 of Australia.

The position of Financial Controller offers an exciting opportunity with good career development to work within a rapidly evolving industry. As well as a responsibility for the day to day running of a sizeable accounting function, some travel will be involved to ensure the adequacy of local accounting in the overseas branches.

Candidates aged between 26-32, must be qualified accountants, ideally ACA, either seeking a first move out of the profession or having already gained experience of running a medium-sized accounting function. It is important that individuals are computer literate, have a strong financial systems knowledge and the flexibility to work within a fast moving and informal environment.

Please send brief career and personal details quoting reference F/259/A to Carrie Andrews.

**Ernst & Whinney**

Executive Recruitment Services  
Becket House, 1 Lambeth Palace Road, London SE1 7EU

## Financial Controller/ Director Designate

Cambridgeshire,  
c £30,000, Car

An excellent opportunity for an experienced professional to make a major contribution to the management and future development of this new division, part of a highly progressive £400m operation. Future expansion plans encompass significant organic growth, the establishment of joint venture schemes on a UK and overseas basis, and a programme of acquisition. Reporting to the Divisional Managing Director responsibility will be for the exercise of strong financial controls, the integrity of the accounting systems, and playing a fundamental role in ensuring the future success of the business. Candidates, aged 30 plus, qualified to ACA or equivalent, must have a high degree of commercial awareness, good inter-personal skills and a 'hands-on' management style. General technical expertise, previous involvement in acquisitions and experience of large company requirements are more important factors than possessing any specific commercial or industrial background. The prospects for personal advancement are exceptional. Relocation as necessary to this attractive and accessible location.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to: J.H. Wright, Hoggett Bowers plc, 3 Wellington Court, Wallington Street, CAMBRIDGE, CB1 1HZ, 0223-324441. Fax: 0223-323250, quoting Ref F11095/RT.

**Hoggett Bowers**

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD, WINDSOR  
A Member of Blue Arrow plc

## FINANCIAL CONTROLLER/DIRECTOR DESIGNATE

Age late 20s or early 30s Neg. circa £30,000 + car and benefits

An international high technology engineering group wishes to appoint a financial controller/director designate to its U.K. company, based in the northern home counties. The U.K. company's principal activities are the engineering, sale, installation and service of plant manufactured by other divisions within the group in mainland Europe.

Candidates must be qualified accountants, in their late 20s or early 30s, and with the personality to form part of the management team negotiating contracts with leading U.K. companies. They should have experience of foreign currency management, and be capable of directing the installation of an IBM AS/400 series computer and of developing new control systems. Fluency in the German language would be an advantage.

An attractive remuneration package will be negotiated. This position will appeal to ambitious young qualified accountants seeking their first board level appointment. Applications should be sent in confidence, giving full details of career to-date and of current remuneration, quoting ref. NR/8931, to Patrick Bailey, at:

**NEVILLE RUSSELL**

246 Bishopsgate  
London EC2M 4PB

Management Consultants

## FINANCIAL CONTROLLER

ARRAS - FRANCE



OLDHAM FRANCE S.A. is a subsidiary of HAWKER SIDDELEY Group PLC manufacturing and selling industrial batteries and gas detection equipment from a modern factory complex in NORTHERN FRANCE. The company currently employs about 750 people and has enjoyed consistent growth for the past decade.

Continuing expansion has led to the creation of the function "Financial Controller" responsible for all aspects of costing, management accounting, monthly and annual reporting, budgets and consolidation of the Company's subsidiaries. The controller will report directly to the Financial Director and will head a team of four people.

Candidates should be young, qualified accountants preferably with some industrial experience. Basic knowledge of the French language is essential.

The Company offers an attractive starting salary, plus relocation expenses. ARRAS is an historic town situated in a pleasant rural environment. Housing is readily available and inexpensive. Career prospects are excellent.

Please send detailed CV together with photo and current salary to:

Chris SMITH FCA  
OLDHAM FRANCE S.A.  
BP 962 - 62033 ARRAS CEDEX - FRANCE

All replies will be treated in the strictest confidence.

## Tax Compliance Supervisor

Central London  
Negotiable Salary

The Halliburton Company, a major US multi-national and listed in the Fortune 500, operates in the Oil Field Services, Engineering and Construction sectors.

Reporting to the European Tax Manager in London, you will supervise a team responsible for the compliance and audit issues arising from our substantial European operations. This will require, therefore, extensive travel within Europe.

The successful candidate will have considerable experience in UK compliance work as well as knowledge of European tax issues. Candidates should be qualified Accountants with a minimum of 7 years' tax experience and have a working knowledge of another European language.

This is a newly created position in our European Corporate Tax Department, so career prospects are excellent and the salary and benefits package will fully reflect this demanding position.

Please send your full career details to Mike Smith, Halliburton Group, 71 Hanover Square, London W1R 0EL. Please quote reference TC 501.



**HALLIBURTON COMPANY**

## Central London Excellent Salary/Benefits

Knight Frank & Rutley is seeking to appoint a qualified Chartered Accountant to supervise the preparation and control of the management accounting information for the partnership.

The successful candidate will report to the Chief Accountant and will have a sound professional, or service company background. He or she will demonstrate sound technical ability combined with a positive personality and a good understanding of computerised accounting systems.

Interested applicants should write, enclosing c.v. to Personnel Dept.

20 Hanover Square, London W1R 0AH  
35 offices in 5 continents

**FISONS**

مكتبة الأمل

# Financial Controller

Central Italy **£55,000-£65,000 + Car + Benefits**

Our Client is a distinguished and long established Italian Company, who are market leaders in their specialised industrial sector. The Company has in recent years benefited from a vigorous marketing campaign and both the increase in turnover and profits have been impressive. For our client, 1992 is welcomed as a further opportunity for growth and achievement.

The Italian Board of Directors now wish to appoint a Financial Controller who, reporting to the Director of Staff, will be responsible for the management of the Finance function. The role will encompass supervising the production of accounts for both the Group and Parent Companies, the analysis of subsidiaries' performances, involvement in strategic plans plus the ongoing development of management information systems.

The position will require commercial insight and business acumen as significant emphasis is placed on the interpretation of results as part of

a multi-disciplined management team.

To join this prestigious Group you will be a qualified accountant, ACA, ACMA, ACCA, probably 35-45, who is stimulated by the opportunity of working in the international commercial arena. Your track record will be one of outstanding achievement to date preferably in a multi-national environment. In addition to your commercial and accounting skills you will need to be fluent in Italian or be willing to learn. In exchange for your talents the company offer an outstanding salary package which will include a generous basic salary, car and private health scheme plus relocation expenses.

Interested candidates should write to  
Tony Hodges ACA, Executive Division,  
Michael Page Finance, Bennetts Court,  
6 Bennetts Hill, Birmingham B2 5ST,  
enclosing a fully comprehensive Curriculum Vitae.



**Michael Page Finance**  
International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

# Assistant Director of Finance (Resource Management)

Glasgow **to £27,000 plus Benefits**

Our client is a large Scottish Service Organisation providing a range of specialist services. Their continued commitment to improving efficiency, necessitates the recruitment of an experienced accountant, to join the Head Office Finance Team.

The successful applicant will report to the Director of Finance and will head a special management accounting team working to tight time-scales, with specific responsibility for the development and establishment of a costing/pricing mechanism and involvement in the evaluation, procurement and implementation of computer based systems.

Candidates will be qualified accountants (CA/CIMA/CACA) with a track record of financial management in a large industrial/commercial environment.

The role calls for significant contact with Senior Line Management and external advisors, therefore strong communication/presentation skills are essential prerequisites.

Interested applicants should contact  
Nicholas Maher on 041-331 2597 or write to him  
at Michael Page Finance, 150 West George  
Street, Glasgow G2 2HG.



**Michael Page Finance**  
International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## HAMBRO GUARDIAN ASSURANCE PLC

### FINANCIAL CONTROLLER

City **To £40,000 + Bonus + Car**

Hambro Guardian Assurance plc is the new life assurance subsidiary of Hambro Countrywide plc, one of the country's leading estate agency and financial services groups. Hambro Guardian was launched in the final quarter of 1988 and with initial capitalisation of £40 million represented the largest ever start-up of a life company in the UK. Major growth is envisaged as several new developments are put into place over the next year, including the establishment of a direct sales force.

As part of a small Head Office team, you will report to and work closely with the General Manager, taking full responsibility for the accounts function and providing positive financial input into the strategic development of the company. Early emphasis will be placed on development of management information systems.

You will be a Qualified Accountant, in your thirties or early forties with substantial experience in the life assurance sector. Your technical skills and genuine commitment will be complemented by the ability to communicate effectively and eagerness to become totally involved with this exciting, young and substantial company. The prospects for career progression are excellent.

The remuneration package includes a performance linked bonus, executive car, pension and BUPA.

Interested candidates should write, enclosing their curriculum vitae to:

Glenn McGregor  
Hambro Guardian Assurance plc  
100 Tower Hill  
London EC3N 4HA

# Management accountants in the Training Agency

COULD YOU HELP TO MANAGE THE PROGRAMMES THAT TRAIN THE WORKERS WITHOUT JOBS TO FILL THE JOBS WITHOUT WORKERS?

That is one of the activities for which the Training Agency is responsible; we expect to spend approximately £3 billion this year undertaking these tasks.

We need Management Accountants based in our Regional Offices in Birmingham, Basingstoke, Edinburgh and Newcastle upon Tyne to help control these funds. You would be responsible for providing advice and assistance to the Regional Director and his senior managers, and would co-ordinate and control financial planning and forecasting, budgeting and payment, and accounting.

salary to **£18,905**

You are a qualified accountant with at least 2 years' experience who is able to demonstrate tact, perseverance, and excellent communication skills. Ideally you have previous experience in a large corporate organisation, knowledge of computer-based accounting systems and modelling techniques using a microcomputer.

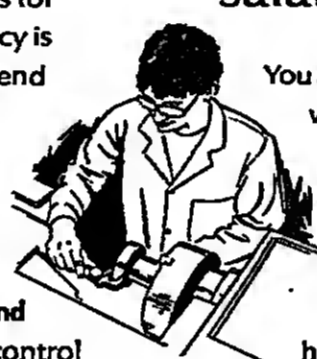
Your starting salary will be in the range **£15,070-**

**£18,905; with promotion you could earn up to £30,000.**

**IF THIS IS YOU, write NOW for further details and an application form (to be returned by**

**2 June 1989) to Civil Service Commission, Alencon Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 468551 (answering service operates outside office hours). Please quote ref: G(1A)590.**

The Training Agency is an equal opportunity employer



# INTERNATIONAL ACCOUNTING

**£25,000 + car + large company benefits Essex/City**

Sedgwick is the leading European-based international insurance broker with revenue of £600 million, employing over 13,500 people, in more than 60 countries. We provide a comprehensive range of broking and consultancy services worldwide, supported by a team of committed professionals.

We are looking for a young qualified accountant, with strong communication skills and practical experience of multi-national financial reporting procedures, to join the Corporate Finance Division at the group's major accounting and information technology centre based at Witham, Essex.

As Consolidation Accountant, you will lead a small team responsible for the preparation of the group's financial results. The position requires regular contact with finance executives of group companies worldwide and liaison with senior management at the group's head office in the City. The successful candidate will have a first class academic and professional training record and be expected to contribute towards the continued development of sophisticated group accounting systems in a highly computerised environment.

Opportunities for career development are excellent for candidates who have the ability to perform to the highest standards whilst working to tight deadlines. Please reply in confidence, enclosing your CV and salary history to: Terry Smith, Assistant Personnel Manager, Sedgwick Group plc, Grove House, Newland Street, Witham, Essex CM8 2UR

**Sedgwick**

# BUSINESS ANALYSTS

## MAJOR RETAIL GROUP

N Home Counties **c£30,000 + Car**

Our client is a broadly based retail group with a turnover in excess of £1.25 billion achieved through a well positioned domestic and international network. The company is committed to enhancing and expanding its portfolio of first class retail businesses, each clearly distinguished and targeted.

To meet the challenges of this highly competitive and fast moving sector, there is a requirement for high calibre individuals to make an effective contribution to the development of business strategies.

You will be responsible for initiating and managing a wide range of business projects, each critical to the achievement of maximum profitability.

Aged 25-32, your broad commercial experience should be complemented by either an MBA or professional accountancy training. Assertiveness, enterprise and first-rate communication skills are essential personal characteristics in order to command respect from diverse user groups.

Career prospects into general management will be logical progression from these high profile roles. The ability to speak French fluently would be a distinct advantage in certain areas of the business.

Interested applicants should contact Giles Daubeney on 01-437 0464 or write, enclosing a detailed CV, to the address below.

**ROBERT WALTERS ASSOCIATES**  
RECRUITMENT CONSULTANTS  
Queens House, 1 Leicester Place London WC2H 7BP  
Telephone: 01-437 0464

# FINANCE DIRECTOR

STAFFORDSHIRE **TO £30,000 PLUS SHARE OPTIONS AND CAR**

This is a quite outstanding opportunity to join a young and profitable PLC as a key member of the management team. Already enjoying considerable success in the marketing of its high visibility consumer goods, realistic growth plans see a further doubling of turnover within two years. Comprehensive computer systems are being implemented to aid management information and control. The Company seeks a commercially minded accountant who will fully exploit these to guide and support his co-Directors. Candidates should therefore be graduate chartered accountants, probably in their 30's, familiar with the management of an efficient accounting department in a medium sized organisation. Enthusiasm, commitment and ambition will be rewarded with increased responsibility, very attractive financial benefits and a unique career opportunity.

If you feel able to take up the challenge, please send full career and personal details to John Overton FCA, Bernard Hodes Overton Limited, Monach House, Bristol Street, Birmingham, B5 7AS, quoting reference 10171.

**BERNARD HODES OVERTON**  
MANAGEMENT SELECTION • EXECUTIVE SEARCH

# CHIEF ACCOUNTANT

Croydon **up to £27,000 + Car**

Alders is one of the UK's premier department store groups, and as such we are looking for a Chief Accountant to become actively involved in the 11 department stores that make up our successful group. Based at our Head Office in Croydon you will head up a team of six people which we are looking to expand within the next six months.

To succeed in this demanding role you'll need to be Accountancy qualified with proven experience gained in a similar field. Working within a decentralised environment your responsibilities will include organising Head Office accounts and producing reports for cost

centres which are centrally controlled. Specific knowledge of cash flow and familiarity with VAT is essential as is an in-depth understanding of budgeting and forecasting techniques.

If you think you can meet the challenge of a fast-moving retail environment then write, enclosing a full CV, to Mr Graham Hawkins, Financial Director, Alders Department Stores, Rothschild House, Whitgift Centre, Croydon, Surrey CR9 1NN.

**ALDERS**  
ALL TOGETHER A BETTER CHOICE

# Management Consultancy

to £35,000 plus car

**YOU:**

- \* are 25-32
- \* have a good degree and a professional accounting qualification
- \* learn fast and have achieved results in successful companies, ideally at divisional as well as group level
- \* understand corporate planning, management accounting and systems and, as importantly, have good commercial experience
- \* seek new challenge, intellectual stimulation and opportunity

**WE:**

- \* are a small consultancy, dedicated to quality, a subsidiary of one of the 10 largest international accounting firms
- \* have a growth rate of over 30% per annum
- \* have a wide spectrum of client opportunities - ranging from strategy development in £billion organisations to implementation in medium-sized businesses
- \* are looking for bright people with potential for early promotion

**INTERESTED?**

- \* Telephone Paul James or Charles Reekie on 01-583 3303 or write to Paul James at:

**BDO BINDER HAMLYN**  
**BDO Binder Hamlyn**  
**Management Consultants**  
 8 St. Bride Street London EC4A 4DA

# TOMKINS

## BUSINESS ANALYST

### LONDON SW15

Tomkins wishes to appoint an ambitious executive whose primary responsibility will be identifying and researching acquisition opportunities.

Applicants, ideally qualified accountants between 26 and 32, should have superior analytical and presentation skills, patience in selecting the best opportunities for shareholders and a flair for determining underlying commercial potential. Self motivation, drive, teamwork and commitment are essential. Excellent scope for career advancement.

Attractive salary package, commensurate with experience, will include share options and usual executive benefits. Please send personal and career details in confidence, highlighting particular talents and experience considered relevant, together with photograph to:

Geoff Eaton  
**Tomkins PLC**  
 East Putney House  
 84 Upper Richmond Road, London SW15 2ST

# AUDIT MANAGER

## UK MERCHANT BANK

ACA Aged 30-35 c£40,000 package

An exceptional opportunity has arisen within this leading merchant and investment banking group which has a well-established presence in the world's major financial centres. With a history of stability of ownership and consistency of management, the group prides itself on being specialised, independent and international.

The role of Audit Manager will be advisory and developmental in nature and will require extensive liaison with senior management and external advisors.

The successful candidate must be capable of recommending and improving operational procedures and controls, and managing, training and motivating staff.

A further responsibility will be to assist in the development of the group's overseas audit programmes. Although extensive travel is not envisaged, there will be a requirement to make occasional visits to Hong Kong, Tokyo, Sydney and New York.

To meet the demands of this position, it is essential that applicants are highly successful graduate chartered accountants. Extensive audit experience, including some at management level, will have been gained either within the profession or in the financial services industry.

Future career prospects within the group are outstanding.

Interested applicants should telephone Fiona McGahan ACA on 01-437 0464, or write to her, enclosing brief details, at the address below.

**ROBERT WALTERS ASSOCIATES**  
 RECRUITMENT CONSULTANTS  
 Queens House 1 Leicester Place London WC2H 7BP  
 Telephone: 01-437 0464

# FINANCE DIRECTOR

Harrow-on-the-Hill to £30,000 + car

This is an excellent opportunity to join a small, diverse publishing and communications company as a senior member of the management team. Serving a specialist market sector, the company has enjoyed early success and anticipates steady growth for the future.

The finance director will participate actively in the management of the company as a whole, with specific responsibility for budgeting, financial and management reporting, as well as supervision of staff involved in the day-to-day accounting activities.

Candidates will be qualified accountants with previous management level experience, gained preferably in a small to medium-sized organisation. Well-developed management and motivational skills, combined with superior communications abilities are important attributes. A "hands-on" approach and the ability to work effectively in a team oriented environment are essential.

Please write quoting reference F/509/F to Frances A Bell.

**Ernst & Whinney**  
 Executive Recruitment Services  
 Becker House, 1 Lambeth Palace Road, London SE1 7EU

# BANKING OPPORTUNITIES

- Corporate Finance
- Capital Markets
- Treasury
- Specialist Finance
- Corporate Marketing
- Credit/Risk Analysis

If you offer experience in one of the above areas in a UK or European context and are currently considering the options, please contact Sue Turner or Richard Lyons for an informal discussion.

25 City Road, London EC1Y 1AA  
 Telephone: 01 256 5041 (24 hours)

**Management Personnel**  
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# Financial Director

To participate fully in strategy, policy and sustained growth.

North West: c£40k + substantial bonus + equity opportunities

Established for 25 years, owned by a highly talented management team and with a blue-chip client base, this construction company has skillfully built a leading niche position in a market with outstanding growth potential.

The result has been truly exponential expansion, a continuously increasing market share and impressive maintenance of profitability. The future promises a possible USM flotation, acquisitions and the establishment of structure and business systems.

An early priority will be the provision and interpretation of financial operating reports. It will be your responsibility to evaluate potential acquisitions and organise the best method of financing them. This is a cash hungry business and the management of cash flow and working capital is critical. Not just a FD you will also be expected to contribute fully in all capacities to set and achieve the company's business objectives.

Probably between 30-40 and qualified, you will have held a senior line management position and will be familiar with the various methods of finance available to a medium sized company. A good leader you will be able to communicate skillfully at all levels. It is essential that you have the drive and ambition to constantly seek out and achieve new goals.

An excellent, fully negotiable salary package including substantial bonus, benefits and relocation is available. After proving your contribution to the company a share in the equity will be offered.

Please send your career details, including salary, in strict confidence, to Siân Layzell CA reference 85032.

**MSL International**  
 MSL International  
 Sovereign House, 12-18 Queen Street, Manchester M2 5HS.  
 Offices in Europe, the Americas, Australasia and Asia Pacific.

# DEPUTY FINANCIAL CONTROLLER

Croydon Store £25,000 + Car

Alders, one of the UK's premier department store groups, are looking for a Deputy Financial Controller who is ambitious enough to meet the challenge of a fast-moving retail environment.

Based at our Croydon store you will be working within an experienced team drawing on previous expertise to deal with management accounts up to balance sheet. The ability to organise cash and banking operations and produce detailed budgets and forecasts is essential.

To succeed in this demanding role you will probably be accountancy qualified with a knowledge of Lotus or a similar package. Coping well under pressure you will need to be adaptable and flexible in order to meet the demands of our environment.

For further details please apply in writing, enclosing a full CV, to Mr. David Branson, Financial Controller at the address below.

**ALDERS**  
 of Croydon • Tel: 01-681 2577  
 North End, Croydon CR9 1SB  
 ALL TOGETHER A BETTER CHOICE

# FOREIGN EXCHANGE TREASURER

Cheltenham c.£24K + Car

The Dowty Group of companies is an international high technology group with interests in aerospace, information technology, electronic systems and polymer engineering. Its main operations are currently in the UK and North America.

Dowty's aerospace companies conduct much of their business in US\$ and this is a major contributor to the volume of foreign currency transactions, which currently exceed £120 million per annum. The Group has decided to centralise the management of its foreign currency exposures, which are currently being hedged by the operating companies dealing directly with banks. A Foreign Exchange Treasurer, reporting to the Corporate Finance Director, is to be appointed to install the necessary reporting and record systems, establish working arrangements with the operating companies and analyse and execute the necessary transactions to provide protection to the Group at minimum cost.

Probably educated to degree level and ideally a member of the Association of Corporate Treasurers, you should preferably already be working in industry or commerce in a treasury related area or a similar field within a financial institution.

You will need to combine a good understanding of commercial contracts, and the resulting foreign exchange risks, with a keen analytical mind and a desire to seeking out the least costly method of risk protection.

If you are interested please send your CV to Malcolm Green, Personnel Manager, Dowty Group Services Ltd, Arle Court, Cheltenham GL51 0TP. (Tel: 0242 533606).

**DOWTY**

هذه امانة الابر



Director of Finance Home counties location

My client needs a Director of Finance (reporting to the Chief Executive) to be responsible for the organisation and efficient operation of all financial aspects of the company. A formal accountancy qualification is essential.

Apart from the normal functions which would be expected in a post at this level, there are five other key aspects to the post:

- (a) creating and implementing strategic financial plans, ensuring that they are an integral aspect of the overall planning and operation of the company and reflect its needs
(b) working in a multi-national environment reconciling different national accountancy practices, and working in (and exploiting) a multi-currency environment
(c) building an effective professional finance department, maintaining morale and ensuring job satisfaction for the staff
(d) advising senior management on accounting and financial matters and taking an integral role in the top management team
(e) creating innovative financial packages which reflect the needs of the customer base

The company is a major multi-national, a world wide leader in its sector and well known in the market place. The salary and benefits will reflect the importance of the post.

Please send your Curriculum vitae (including current salary details) in confidence to:

Box A1223, Financial Times, One Southwark Bridge, London SE1 9HL

CORPORATE FINANCE

Investment Banking Group

To £30,000 + Benefits
This private investment group is seeking to fill two corporate finance executive positions in its small but highly active team. Work is extremely varied and will include M & A, institutional private placements, development and venture capital, property transactions, etc.

Mergers and Acquisitions

From £29,000 + Benefits
Highly successful and expanding M & A department of this premier US commercial bank has exciting opportunities for several executives to join its team. Cross border European/North American transactions and a close working relationship with New York are an added bonus.

UK Merchant Bank

£28,000 + Benefits
Leading UK independent merchant bank requires exceptional qualified candidates for its corporate finance department. You will gain excellent all-round experience of raising finance, company advice, listings, acquisitions and disposals.

For further details of these and other Corporate Finance positions please contact Katharine Snyman on 01-583 8073 (day) or 01-759 0062 (evenings and weekends). 16-18 New Bridge Street, London EC4V 6AU.

FINANCIAL SERVICES

Investment Analyst

£27,000 + Mort + Car
Leading global securities house is offering a unique opportunity for a recently qualified chartered accountant to join its research department. Working closely with two other experienced analysts you will be providing research to brokers and other institutions on publicly quoted companies.

Financial Management

£27,500 + Banking Bonus
This large investment bank requires a qualified accountant to join its finance department. Duties will include monitoring transactions, analysing information and producing management accounts.

Senior Treasury Accountant

£30,000 + Mort Sub
The investment banking arm of a leading clearing bank seeks a qualified accountant with at least two years financial services experience. You will provide accounting support to specific treasury business product areas, maintain profitability support and become involved in risk management.

For further details of these and other Financial Service positions please contact Mary Eschhammer on 01-583 8073 (day) or 01-350 1738 (evenings and weekends). 16-18 New Bridge Street, London EC4V 6AU.

MANAGEMENT CONSULTANCY

Mergers and Acquisitions

£50,000
Aggressive corporate finance team of this high profile City based accountancy practice requires a senior manager to join their mergers and acquisitions group. The successful candidate will become involved in strategy, research, negotiation and structuring of transactions and closing deals.

Financial Services

£40,000 + Car
Thriving 'Big 3' consultancy offers a number of opportunities within its specialist financial clients group. Applicants should have at least two years' experience within a financial institution and be keen to develop their careers in an environment providing financial management, IT and general consulting services to particularly prestigious clients.

Small Business Consultancy

£25,000
Prestigious medium size firm offers a superb opportunity for a newly/ recently qualified ACA to join its thriving consultancy. The department provides wide ranging services including business planning, fund raising, M&A, financial and general consultancy. Excellent opportunity for an ambitious young accountant to develop in a broad business environment.

For further details of these and other Consultancy positions, please contact Colin Perkins on 01-583 8073 (day) or 01-622 6985 (evenings and weekends). 16-18 New Bridge Street, London EC4V 6AU.

BADENOCH & CLARK recruitment specialists

Assistant Treasurer

A challenging new treasury opportunity To £40,000

Our client is one of Britain's leading oil exploration and production companies with extensive interests in the North Sea and overseas.

Continued rapid growth has required the expansion of the London-based treasury function and a new Assistant Treasurer is to be appointed to manage the group's substantial and diverse liquidity reserves, and its short-term funding and borrowing requirements.

The person sought is likely to have experience of managing the investments and short-term funding

in a major multi-national group. Familiarity with the London money markets, and a wide knowledge of current instruments and techniques are required. Communication skills and a willingness to take responsibility within an informal but demanding management team are essential.

An attractive salary will be offered, depending on qualifications and experience, and will be supplemented by a benefits package which will include a car and share options.

If you wish to apply for this position please write - in confidence - enclosing a CV to Douglas Austin, ref. B.7122.



MSL International (UK) Ltd, 32 Abchurch Lane, London EC4N 3JL. Offices in Europe, the Americas, Australia and Asia Pacific.

FINANCE DIRECTOR (Designate)

Gloucestershire

Circa £25,000 + car + bonus, executive pension scheme, BUPA etc.

Our client is a successful and highly acquisitive Group with UK sites based in the Midlands area. They are a leading brand name manufacturer in FMCG, and have substantial overseas operations. Turnover is approaching £30m.

The Group wishes to appoint a Finance Director (Designate) for an £8m turnover subsidiary company based in a beautiful area of Gloucestershire. The successful applicant will form part of the site senior management team, reporting to the Managing Director. Formal appointment to the status of Director will follow a settling-in period. He/she will be of graduate calibre and ACA with in-depth experience of computerised financial accounts and management controls within a manufacturing environment. A high level of commercial awareness is essential as

is the ability and enthusiasm to get to grips with the day-to-day operation, often at grass-roots level. Some acquisitions knowledge would be advantageous. The job holder will have frequent involvement with the Group Finance Director. There is a high probability of some overseas travel to Group companies in the future.

The position carries substantial opportunity for advancement, with excellent promotional prospects within the Group. The very attractive package will also include generous relocation assistance.

Full CV including current salary, marked confidential and quoting reference 1202 in the first instance to: L J Bradshaw Appointments Ltd., 36/38 Red Lion Street, Abchurch, Nr Birmingham. B48 7LF.

FINANCE DIRECTOR A STRATEGIC AND BUSINESS DEVELOPMENT ROLE

Warwickshire, £30-35k plus Bonus, Car and Benefits

Our client is an expanding manufacturing company within a rapidly growing quoted plc. The Company is increasing market share in the UK and Europe by means of organic growth, acquisitions and joint ventures.

The business is structured into 3 Divisions and specialises in the design, development, manufacture, and supply of component systems to the road, rail and transport industries.

There is a now a requirement for a Finance Director who will report to the Managing

Director and work as part of a main board team which will expand the business by some 80% in the next 3 years.

This is a strategic planning and development role which includes leadership of the Finance, Supply and Administration functions.

Candidates, ideally of degree standard and preferably members of a Professional Institute, must be able to demonstrate experience in finance and investment at Divisional level and have knowledge of acquisitions appraisal/joint ventures.

Knowledge of management information systems pertinent to modern manufacturing techniques will be accompanied by high level negotiation and contract control skills.

Applicants are likely to be over 35 years of age. Please send your CV, or ring for a Personal History Form (24 hour answering service) quoting reference CTU/3.

Jim Hart, Consultants To Industry, 48 Frederick Road, Edgbaston, Birmingham B15 1HX. Telephone: 021 452 1992

FINANCIAL SERVICES SECTOR - CITY -

Recognised as leaders in their specialisation of financial planning, our client provides a comprehensive service for both individuals and corporate investors.

A combination of both controlled and sustained growth has resulted in the creation of two senior positions:

Finance Manager c. £28,000 + Car

As part of the senior management team, you will have primary responsibility for financial management and support to ensure demanding annual divisional objectives are achieved. Aged late 20's - early 30's, ideally you will be qualified with a minimum of two years' commercial post qualification experience.

Project Accountant c. £25,000 + Car

This is an ideal opportunity for a newly qualified looking for a first move from the profession as no commercial experience is required. Reporting to the F.D., you will be involved in mergers and acquisitions, financial modelling, systems development and statutory year end accounts. Success will guarantee increased responsibility and career progression.

For a confidential discussion regarding either of these opportunities, please contact Mark Werman ACA, Executive Division on 01-925 0878. Alternatively send your curriculum vitae to him at the address below.



TALISMAN

Hamilton Partnership

Dorland House 14-16 Regent Street London SW1Y 4PH. Tel: (01) 925 0878

A MEMBER OF THE TALISMAN GROUP OF COMPANIES

INTERNAL CONSULTANCY West London c.£27k+ car

Make your mark in a new, high profile unit, set up to steer a multi-million pound organisation into an increasingly competitive environment. Our client has established a new corporate consultancy unit to provide support and advice to its operating businesses in winning and retaining work. Two key members of this unit are now required:

Business Consultant
A qualified accountant, you will take an overview of each business, gather information needed to run it effectively, set up systems, devise business plans and monitor competitor activity. A detailed knowledge of financial and management accounting systems is required.

Systems Consultant
Responsible for analysing the needs of the individual businesses, and implementing appropriate financial systems to meet those needs. This post would be ideal for an

accountant who has had considerable involvement in systems design.

To apply, you must be a commercially aware self-starter with a persuasive, outgoing personality. At least two years' experience in the private sector is required together with good communication, presentation and training skills. Marketing knowledge would be an advantage.

Benefits include a company car, workplace nursery and generous relocation assistance if necessary. Our client is an equal opportunity employer with facilities for the disabled. Location is a pleasant area of West London, with excellent schools, shopping and recreational facilities.

Please apply in confidence with full curriculum vitae, quoting reference 421/3, to Mike Cross, Charles Barker Selection, 30 Farringdon Street, London EC4A 4EA. Tel: 01-634 1143.

CHARLES BARKER Selection Executive Selection & Search Consultants

GRADUATES FOR CHARTERED ARTICLES (ACA/ATII - AUDIT or TAX STUDY PACKAGES)

£9-11,000 + overtime
Top-8 to small/medium Ch. Accountants practices 10 - 15 "UCCA" points essential at "A" levels. 1/2, 1/2, 2 Degree result expected or 1988 Graduates with work experience.

MERIDIAN REC. CONS. 01-295-1555 25 MUSEUM ST., LONDON, WC1A 1JT

APPOINTMENTS WANTED

APPOINTMENT WANTED FINANCE DIRECTOR

with proven track record and experience of general management at board level seeks new assignment. Experienced in raising finance and used to corporate, acquisitions and disposals, particularly in manufacturing.

Write Box A1221, Financial Times, One Southwark Bridge, London SE1 9HL.

INTERNATIONAL BUSINESS MANAGEMENT

c £32k + Car East Midlands

The market leader in its field with an ever expanding world wide presence, this major UK based international Group needs to ensure continued control of its widespread operations. These are predominantly manufacturing and contracting based activities with a combined Group turnover approaching £1b per annum.

Reporting into main Board level the essential features of this role will be the critical appraisal, ongoing monitoring, and general business overview of a portfolio of subsidiary companies.

Close links need to be maintained with local financial management, the role therefore demanding highly tuned interpersonal and communicative skills. Allied to this is the need for general business acumen, commercial judgement with an acceptance of - and the opportunity for - overseas travel.

An accounting qualification is essential and might ideally be complemented by manufacturing or contracting experience gained within an international environment. Age however will not be a restricting factor. Where applicable relocation assistance will be available as part of the attractive remuneration package.

Candidates should write with full details of career to date and current remuneration to: Paul Blake, quoting reference F7/0501 at: QMS Recruitment, The Crescent, King Street, Leicester, LE1 6RX.

QMS Recruitment

# Finance Director (designate)

North Kent  
c.£45,000 plus car and benefits

Our client, a private company, is one of the largest processors in the UK reclamation industry. Activities include metals recovery and the safe disposal of environmentally hazardous items. The Group invests heavily in new technology and equipment and has assets of over £12m, with a turnover of over £80m. The Group has already won two Queen's Awards for export, and there are locations throughout the UK.

Because of continued strong growth, there is now a need to recruit a Finance Director (designate). As well as being responsible for all accounting matters, and supervising an accounts department of nine, the role will include negotiations and commercial decision-making as a member of the executive team.

You should be a qualified accountant in your mid thirties, with all-round financial skills and keen to take on an increasingly commercial function and contribute to the strategic development of the business, both in the UK and overseas.

If you think you meet the requirements of this role, please write to Geoffrey Rutland ACA, ATII, at the address below, quoting reference 1583, and giving concise career and salary details and a daytime telephone number, or phone him on 01-583 3303 (office) or 01-878 8366 (home).

**BDO  
BINDER  
HAMLYN** BDO Binder Hamlyn Management Consultants  
8 St. Bride Street, London EC4A 4DA

## APPOINTMENTS

### ADVERTISING

For further  
information

call 01-873 3000

Deirdre McCarthy  
ext 4177

Paul Maraviglia  
ext 4676

Elizabeth Rowan  
ext 3456

Patrick Williams  
ext 3694

Candida Raymond  
ext 3351



## AMSTRAD GROUP APPOINTMENTS

Amstrad's rapid growth comprising expansion into new products together with acquisition of distribution companies has generated the requirement for additional qualified Financial Accountants to expand the central finance function at the Head Office in Brentwood, Essex.

### SENIOR FINANCIAL ANALYSTS - GROUP

We are seeking qualified accountants with 2-3 years post qualification experience to augment the existing team carrying out in-depth reviews of subsidiary companies' financial reports and operating plans.

### GROUP INVENTORY CO-ORDINATION MANAGER

This position should appeal to a senior manager in a multi-national organisation, not necessarily a qualified accountant. The job specification involves assuming responsibility for the Group's sales and inventory planning systems and the co-ordination of sub-contractors, distribution subsidiaries and third party distribution companies.

### DISTRIBUTOR BUSINESS CONSULTANT

This position should appeal to a qualified accountant with a background in financial management. The responsibilities include regular communication with third party distribution companies in the UK and overseas. The individual will assist these companies with business planning and inventory management, together with occasional visits to review operations in association with Group Marketing Management.

If you are interested in any of the above vacancies with an appetite to work in an exciting electronics and personal computing environment then please write enclosing C.V. including details of current salary to:-

Stephen Watkins Personnel Manager Amstrad plc Brentwood House  
169 Kings Road Brentwood Essex CM14 4EF

## Financial Controller

Essex  
c £27,500, Car,  
Benefits

Part of a major international group, this £90 million turnover company is a world leader in the design and manufacture of high-value electronic components and sub-systems. There are well-structured plans for rapid growth through the mid-90's.

The successful candidate will report to the general manager responsible for operations which account for half of total company revenue. Responsibilities will include general financial support, reporting, forecasting and budgeting, systems reviews, involvement in the preparation of major quotations, as well as ad hoc projects.

The requirement is for a qualified accountant, aged over 25, with experience in a manufacturing environment and at least two years in a management accounting role. Exceptionally, a finalist who can demonstrate relevant experience and ability would also be considered. You must have good analytical and communications skills and be capable of working under your own steam in a corporate environment.

There are excellent career development opportunities within the company and the group.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to: *L. Hadji, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB, 01-734 6852, Fax: 01-734 3738, quoting Ref: H29007/FT.*

## Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS,  
LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD, WINDSOR  
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GENERAL APPOINTMENTS.....EVERY WEDNESDAY

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## EUROPE 1992: BANKING ON YOUR FUTURE?

Chartered  
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Aged 24 - 29  
£30,000 + Car  
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When 1992 arrives, the demand for high calibre management with European experience will be unprecedented. With this in mind, our client, a leading continental bank in the top 100, is expanding its London operations.

Motivating a small team you will be the focal point for the day-to-day financial control of the London branch. Specific responsibilities include financial/management reporting, budget/plans, MIS and a range of ad hoc assignments designed to track performance and to improve bottom line results.

Applicants should have relevant sector experience, gained either in practice or in a bank, and be able to demonstrate sound interpersonal skills and potential. PC experience and knowledge of French an advantage.

If you are seeking a career move with excellent prospects in an environment of change, please write briefly enclosing a C.V. or telephone for a personal history form, in either case quoting ref. 5275, to Nicola Woolf, Banking and Finance Division.



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## FINANCIAL DIRECTOR DESIGNATE

c. £30,000 pa + Benefits + Car Manchester

Part of the John Mowlem Group, PB Hire Service is the market leader in the hire of plant and equipment to the Construction industry, employing over 500 staff at 38 locations throughout the UK. In line with our strategy of continued growth we now wish to appoint a FINANCIAL DIRECTOR based at our Manchester Head Office.

As a key member of the senior management team, you'll be fully responsible for the financial management of the Company's operations making full use of the established systems available for both financial and management accounts. Particular emphasis is placed on the quality and analysis of management information on which key decisions can be made, and extensive use is made of Spreadsheets in a fully computerised Department of 28 staff. At the end of the day you will of course be expected to make a significant contribution to Company profitability.

A qualified Accountant, with a determined yet flexible approach, you must combine strong

financial skills with the acute commercial awareness necessary for a position of this kind. Previous experience, possibly in the Service industry, will have tested your management skills in an environment of rapid growth geared to achieving results.

A very attractive starting salary is combined with performance related bonus and matched by excellent career opportunities both within the Company and Group as a whole.

Please apply in writing giving concise career details including current salary to David Gittins, Personnel Director, PB Builders Hire Service, Circle House, Lostock Road, Davybulme, Manchester M31 1SU or telephone our Personnel Department for an application form on 061-747 4212.

**PB  
HIRE  
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## LOOKING FOR A LITTLE EXTRA CHALLENGE?

Have you ever wanted to work for a dynamic company at the forefront of technology and yet seek the stability and benefits of working for a large established organisation? Centre-file is uniquely placed to offer both.

We were established in 1965 and are one of the UK's most successful and profitable computing service companies, with a turnover in excess of £70m. We are also part of the National Westminster Bank Group. To meet the needs of the 1990's and beyond, we are embarking on a 2 year plan for a major upgrade to our IBM mainframe based accounting systems, using McCormack and Dodge software. We are looking for three professionally qualified accountants to strengthen the Financial Control Department which currently employs 45 staff.

### Senior Financial Accountant

c. £35K package

We seek an experienced Accountant to oversee the upgrade project, working in close conjunction with our own computer professionals and developing controls and procedures appropriate to the new systems. The successful candidate will also be deputy to the Financial Control Manager and will thus be involved in the other activities of this highly professional department.

This is an ideal opportunity for someone with drive, leadership skills and experience of implementing large computerised systems who wishes to expand and deepen their existing knowledge.

The benefits package includes: car, subsidised mortgage, profit share and performance bonus.

### Deputy Management Accountant

c. £23K package

Candidates should be professionally qualified, team oriented individuals who can quickly demonstrate their ability to provide an accurate and timely management accounting service to senior staff.

Applicants will ideally have experience of a service company environment.

The benefits package includes: subsidised mortgage, profit share and annual bonus.

### Newly Qualified Accountant

c. £23K package

Our continued expansion creates the need to further strengthen our Financial Accounting resources. Candidates with good financial accounting knowledge who wish to gain or enhance their experience of the information technology industry will be given full opportunity to assist in the production of management information, balance sheet controls and statutory accounts.

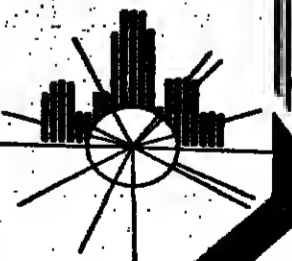
The benefits package includes: subsidised mortgage, profit share and annual bonus.

If you think that you have what it takes to succeed in these demanding roles - we would like to hear from you - TODAY!

Please write with full career details or telephone for an application form to Mr T.C. Turner, Personnel Department, Centre-file Limited, 75 Leman Street, London E1 8EX. Telephone 01-480 3000.

## Centre-file

THE COMPLETE COMPUTER SERVICE  
A member of the National Westminster Bank Group



## FINANCIAL CONTROLLER - MIDDLESEX

Salary c 23,000 p.a. plus car

Market leader in specialised area of freight forwarding industry requires an energetic qualified accountant to lead the accounts department. An ability to supervise and motivate staff essential.

Credit management is a critical profit factor and computer systems form an integral part of the company's operations.

The Financial Controller will be an important member of a dynamic management team.

Send full CV to:  
Stella Davey, Personnel Manager  
SOMMER HOLDINGS LIMITED  
8/10 Stuyving Way, Green Lane,  
Hounslow, Middlesex, TW4 6DL  
Tel. No.: 01 578 3359